INTEGRATED DEVELOPMENT PLAN (IDP)

2013-2018 (Reviewed)

MIDVAAL
LOCAL MUNICIPALITY

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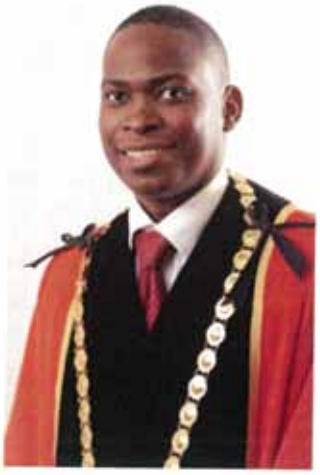
A. Foreword by the Executive Mayor



The Midvaal Vision is "to be renowned for robust economic growth and a high quality of life for all". The IDP document serves as the pathway to achieving that Vision, as it details the projects to be undertaken across a 5-year period and provides the framework for economic and social development within the municipality. While the IDP document focuses on short- to medium-term planning, the ventures set out in this document will affect the long-term growth of the municipality, and determine its sustainability.

According to recent Global Insights Assessment Statistics, Midvaal is performing higher than the National average on a variety of indicators. The IDP document will be used as a tool to ensure that we maintain this advantage and remain a top player. Midvaal has managed to achieve a 5.6 % economic growth rate average over the past 10 years, compared to the national average of 3.5 % , an unemployment rate of 11 % compared with the National average of 25 % , and importantly, a Human Development Index score of 0.75 compared to the National average of 0.68 The IDP document can be used to help Midvaal achieve their mission "to enhance and sustain the quality of life in our urban and rural areas, promoting an open opportunity society for all that will result in robust economic growth".

The link between the budget and the IDP are clear – our focus is on uplifting communities and improving their lives. We trust that this IDP document will guide Midvaal forward through another year of great achievements and advances for our community.

Councillor B. Baloyi
EXECUTIVE MAYOR

DATE

B. Foreword by the Municipal Manager

This IDP 2013 - 2018, as the strategic planning instrument that guides development planning in a municipal area remains significant for Midvaal's Development Agenda. The IDP 2013 - 2018 endeavours to reflect the priorities of Council which are informed by the needs of its citizens.

Midvaal, for this strategic reason decided to follow a new path in the development of our IDP. The principle is firstly that Midvaal will in future have not only a credible IDP but also an IDP that will inform the users of one single implementation plan for Midvaal Local Municipality.

Significant time has been spent in developing a revised IDP that is able to combine all the statistical data of Midvaal as well as future planning in a aligned format. This IDP is aligned to the budget as well as reporting formats in the reporting cycles of the Municipality.

This plan will also be used to guide and ensure that realistic performance targets are set. These targets will therefore be aligned to ensure effective responses to the future challenges pertaining to the developmental needs of the communities.

As the municipal administration, it is our responsibility to make things happen as we have an obligation to fulfil tasks that have been assigned to us by Council, mainly, to create an enabling environment that support local democracy, developing, reviewing, and finalizing outstanding policies to enhance service delivery. In all our efforts, we will ensure that all existing resources are utilized economically, efficiently, and effectively.

Sound municipal administration processes, systems and procedures are a central focus of institutional transformation and organizational development. Emphasis will be placed on improving revenue collection, identifying new growth paths/areas, rapidly responding to matters that require urgent intervention i.e. disasters and fires in the areas, handling of public enquiries and complaints etc.

The 2013 - 2018 IDP directs us in doing the right things, the right way thereby establishing Midvaal Local Municipality as a "Place of Excellence".

Mr. A.S.A. DE KLERK
MUNICIPAL MANAGER

DATE

C. Acronyms

1.	EMT	Executive Management Team
2.	IDP	Integrated Development Plan
3.	MSA	Municipal Systems Act
4.	MFMA	Municipal Finance Management Act
5.	MAYCO	Mayoral Committee
6.	OPM	Organisational Performance Management
7.	SDBIP	Service Delivery and Budget Implementation Plan
8.	GVA	Gross Value Added
9.	SALGA	South African Local Government Association
10.	MLM	Midvaal Local Municipality
11.	EMF	Environmental Management Framework
12.	SDF	Spatial Development Framework
13.	PMU	Project Management Unit
14.	ECD	Early Childhood Development
15.	WSP	Workplace Skills Plan
16.	ATR	Annual Training Report
17.	PDP	Personal Development Plan
18.	SLA	Service Level Agreement
19.	ICT	Information Communication and Technology
20.	MSP	Master Systems Plan
21.	TPS	Town Planning Scheme
22.	NBR	National Building Regulations
23.	EPWP	Expanded Public Works Programme

D. Definitions

1. Key Performance Area (KPA)	It is the performance area in which the municipality must perform to achieve its Mission and Vision
2. Strategic Objective	It translates the Key Performance Area (KPA) into an outcome statement
3. Key Focus Area (KFA)	It is those areas in which the municipality must perform to ensure that the Key Performance Areas are achieved
4. Predetermined Objective (PDO)	It translates the Key Focus Area (KFA) into a pre-determined outcome in the form of an outcome statement
5. Key Performance Indicator (KPI)	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the KPAs, KFAs and PDOs
6. Inputs	The resources that contribute to the production and delivery of outputs
7. Outputs	The final products, or goods and services produced for delivery
8. Activities	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes
9. Outcomes	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs
10. Impact	The developmental results of achieving specific outcome
11. Project	It is an initiative that is executed over a specific period of time with a defined beginning and end with the intension of achieving the Key Focus Areas (KFAs). (It can be capital intensive or any other project)

12. Programme	A sequence of scheduled activities and /or projects executed with the intensionof achieving the Key Focus Areas (KFAs)
13. Activity	It is an action or task that is performed with the intension of achieving the Key Focus Areas (KFAs)
14. Baseline	It is the actual results of a project, programme or activity achieved during the previous financial year(s)
15. Target	It completes the performance indicator with actual numbers, percentages, rand values, etc., to be achieved over a specific period of time
16. Driver	It is the person who takes ownership to execute a project, programme or activity
17. Portfolio of Evidence (PoE)	It is file with a clear "paper trail" that serves as proof of the execution of a specific project, programme or activity. (It can include documents, pictures or any other form of evidence)
18. National Key Performance Area (NKPA)	This is a key area of focus determined at national level and is mandatory to all municipalities in South Africa
19. National Key Performance Indicator (NKPI)	This is a key indicator determined at national level and is mandatory for all municipalities in South Africa to regularly report on
20. National Outcomes	This refers to the 12 Outcomes determined by National Government of which Outcome 9 is focussing specifically on local government

Introduction

Chapter 1:	**Introduction**
Chapter 2:	Situational Analysis
Chapter 3:	Five (5) Year Development Plan
Chapter 4:	Support Plans
Chapter 5:	Service Delivery and Budget Implementation Plan (SDBIP)
Chapter 6:	Performance Management
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1.1 Background
1.2 Legal Framework
1.3 Mandate
1.4 Process Plan
1.5 Key Performance Areas (KPAs)
1.6 Key Focus Areas (KFAs)

Introduction

1.1 Background

The Municipal Systems Act, Act 32 of 2000, requires that local government structures prepare Integrated Development Plans (IDPs). The IDP serves as a tool for the facilitation and management of development within the areas of jurisdiction. In conforming to the Act's requirements the Council of the Midvaal Local Municipality (MLM)has delegated the authority to the Municipal Manager to prepare the IDP.

The aim of the new 5-Year IDP for Midvaal is to present a coherent plan to improve the quality of life for people living in the area. The intention of this IDP is to link, integrate and co-ordinate development plans for the municipality which is aligned with national, provincial and district development plans and planning requirements binding on the municipality in terms of legislation.

1.2 Legal Framework

The ***Constitution of the Republic of South Africa(1996)*** stipulates that the local sphere of government consists of municipalities which were established for the whole South Africa, the so-called wall-to-wall municipalities.

The objectives of local government are set out in Section 152 of the Constitution as follows:

- to provide democratic and accountable government for local communities;
- to ensure the provision of services to communities in a sustainable manner;
- to promote social and economic development;
- to promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

The Constitution commits government to take reasonable measures, within its available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

In order to realise the above, the ***Municipal Systems Act, 2000 (MSA)*** was enacted. Chapter 5 of the MSA states that a municipality must undertake developmentally oriented planning, in the form of integrated development planning, to ensure that it achieves the objects of local government as set out in the Constitution. It must further give effect to its developmental duties as required by Section 153 of the Constitution.

According to Section 25 of the MSA each municipal council must, after the start of its elected term, adopt a single, inclusive and strategic planning (IDP) for the development of the municipality which links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality and which aligns the resources and capacity of the municipality with the implementation of the said plan. The IDP should form the policy framework and general basis on which annual budgets will be based and should be aligned with national and provincial development plans and planning requirements.

The Constitution further states that the three spheres of government are distinctive, inter-dependent and inter-related. They are autonomous, but exist in a unitary South Africa and have to cooperate on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

Co-operative governance means that national, provincial and local government should work together to provide citizens with a comprehensive package of services. They have to assist

and support each other, share information and coordinate their efforts. Implementation of policies and government programmes particularly require close cooperation between the three spheres of government.

A number of policies, strategies and development indicators have been developed in line with the prescriptions of legislation to ensure that all government activities are aimed at meeting the developmental needs of local government.

Section 1.3 outlines the national, provincial and district policy directives, sector plans and legislation that set the strategic direction and with which the Midvaal local Municipality must align to ensure that government spending is directed at the pressing needs of the community and those that contribute towards economic growth.

The Service Delivery and Budget Implementation Plan (SDBIP) is regulated by National Treasury **CircularNo. 13**dated 2005 and Performance Managementby **Regulation 29089** dated 2006.

1.3 Mandate

To ensure that Midvaal is a responsive, efficient, effective and accountable municipality, chapter 3 to 5 of the IDP will outline in detail how the long term vision translates into an effective plan that aligns the municipal budget, monitoring and evaluating mechanisms as well as timeframes for delivery. The municipality will ensure closer alignment between the long term development objectives (in context of National, Provincial and District development policies) and the IDP. The mandate for the municipality is guided by – but not limited to – the following:

1.3.1 National Development Plan

The South African Government through the Presidency, has published a National Development Plan. The Plan aims to eliminate poverty and reduce inequality by 2030. The Plan has the target of developing people's capabilities to be to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety. It proposes to the following strategies to address the above goals:

1. Creating jobs and improving livelihoods;
2. Expanding infrastructure;
3. Transition to a low-carbon economy;
4. Transforming urban and rural spaces;
5. Improving education and training;
6. Providing quality health care;
7. Fighting corruption and enhancing accountability;
8. Transforming society and uniting the nation.

As the core of the Plan is to eliminate poverty and reduce inequality and the special focus on the promotion of gender equity and addressing the pressing needs of youth.Moreimportantly for efficiency in local government the NDP proposes 8 targeted actions listed below:

1. Stabilise the political-administrative interface;
2. Make public service and local government careers of choice;
3. Develop technical and specialist professional skills;
4. Strengthen delegation, accountability and oversight;

5. Improve interdepartmental co-ordination;
6. Take pro-active approach in improving national, provincial and local government relations;
7. Strengthen local government;
8. Clarify the governance of SOE's.

The National Development Plan 2030 has been adopted by the National Cabinet in August 2012 and this place an injunction on the state and its agencies (including municipalities) to implement the Plan.

The Plan makes the following policy pronouncements and proposes performance targets that intersect with developmental mandates assigned to local government. Importantly, municipalities are expected to respond to these developmental imperatives when reviewing their Integrated Development Plan and developing the corresponding three-year Medium Term Revenue and Expenditure Frameworks.

1. Youthful population presents opportunities to boost economic growth, employment and reduce poverty;
2. Strengthen youth service programmes – community based programmes to offer young people life skills training, entrepreurship training;
3. Increase employment from 13 million in 2010 to 24 million in 2030;
4. Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup;
5. Establish effective, safe and affordable public transport;
6. Produce sufficient energy to support industry at competitive prices;
7. Ensure that all South African have access to clean running water in their homes;
8. Make high - speed broadband internet universally accessible at competitive prices;

1.3.2 National Government's Outcomes-Based Approach to Delivery

National Government has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers.

Whilst all of the outcomes can to some extent be supported through the work of local government, ***Outcome 9*** (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government:

Output 1: Implement a differentiated approach to municipal financing, planning andsupport;

Output 2: Improving access to basic services;

Output 3: Implementation of the Community Work Programme;

Output 4: Actions supportive of the human settlement outcome;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability; and

Output 7: Single window of co-ordination.

1.3.3 CoGTA – National KPAs for Municipalities

Department of Cooperative Governance and Traditional Affairs (CoGTA) assess the progress made by municipalities against five Key Performance Areas (KPAs) and cross-cutting interventions adopted in the 5-Year Local Government Strategic Agenda. The five KPAs that form the basis of the assessments are:

NKPA 1. Municipal Transformation and Organisational Development;

NKPA 2. Basic Service Delivery;

NKPA 3. Local Economic Development (LED);

NKPA 4. Municipal Financial Viability and Management; and

NKPA 5. Good Governance and Public Participation.

The above allow CoGTA to determine how well each municipality is performing, compare its performance to targeted goals, create measures to improve performance, identify the municipalities that have under-performed and propose remedial action to improve performance of municipalities.

1.3.4 The New Growth Path

This National Policy Framework deals specifically with issues such as creating decent work, reducing inequality and defeating poverty through *"a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth*". Important and of practical consequence to local government, are the specific job drivers that have been identified:

1. Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
2. Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
3. Taking advantage of new opportunities in the knowledge and green economies;
4. Leveraging social capital in the social economy and the public services; and
5. Fostering rural development and regional integration.

1.3.5 Provincial Government Gauteng - Provincial Strategic Objectives

In 2009 the Provincial Government of Gauteng published the "Gauteng's Provincial Government's Five Year Strategic Objectives" which puts forward the following strategic objectives:

PSO 1: Creating decent work and building a growing, inclusive economy:

- Prioritise the creation of decent work;
- Invest in public infrastructure;
- Implement an appropriate response to the economic crisis;
- Improve the functioning of economic development entities andagencies;
- Review and implement the reviewed Gauteng Growth andDevelopment Strategy;
- Develop and maintain our road networks and transportation system;
- Facilitate, manage and oversee initiatives that contribute to economic growth and creation of employment opportunities; and

- Create an enabling environment for infrastructure improvement.

PSO 2: Promoting quality education and skills development:

- Eliminate disparities in access to quality education andskills development;
- Invest in building well-educated, skilled and productive people; and
- A holistic approach to human development andimproving people's quality of life will be adopted.

PSO 3: Prioritising better healthcare for all:

- Promote equity and universal access toquality public health care, including services for the poorest and most vulnerable. Step-up the fight against HIV/Aids,TB and other diseases;
- Improve our human resources and support; and
- Better regulation of the private health sector.

PSO 4: Stimulating rural development and food security:

- Undertake equitable regional development to improve access to infra-structure and services in the rural areas of Gauteng. Promote rural development;
- Maximise the agricultural sector's contribution to economic development and growth to improve the lives of the rural poor; and
- Universal access to basic services, water and sanitation.

PSO 5: Intensifying the fight against crime and corruption:

- Develop a Gauteng-wide perspective on policing priorities;
- Strengthen the criminal justice system; and
- Mobilise communities in the fight against crime.

PSO 6: Building cohesive and sustainable communities:

- Reduce social infrastructure deprivation, poverty and under-development;
- Build socially integrated and sustainable human settlements to better the lives of the poor;
- Urban renewal; and
- Build social cohesion and national unity and social development.

PSO 7: Strengthening the developmental state and good governance:

- Delivery renewal;
- Co-operative governance; and
- Build an activist local government.

1.3.6 Sedibeng District Municipality

Through the National Growth Path, the National Government expects that all spheres of government must develop programmes which enhance sustainable economic growth to overcome the triple axis of poverty, unemployment and inequality through job creation and sustained through skills development targeting young people and women.

The Key Performance Areas (KPAs) of the Sedibeng District Municipality are aligned to the national and provincial strategic priorities and are the following:

R1: **Sedibeng KPA 1:Reinventing the Economy** from an old to a new by consolidating existing sectors and exploring new sectors of growth and in this way build local economies to create more employment and sustainable livelihoods.

R2: **Sedibeng KPA2: Renewing our communities** from low to high quality through the provision of basic services, improving local public services and broadening access to them, and regenerating and property development to improve the quality of living.

R3: **Sedibeng KPA 3:Reviving a Sustainable Environment** from waste dumps to a green region, by increasing the focus on improving air, water, and soil quality and moving from being a producer and receiver of waste to a green city.

R4: **Sedibeng KPA 4:Reintegrating the region** with the rest of Gauteng, South and Southern African to move from an edge to a frontier region, through improving connectivity and transport links.

R5: **Sedibeng KPA 5:Releasing Human Potential**; from low to high skills and build social capital through building united, non-racial, integrated and safer communities.

G1: **Sedibeng KPA 6:Good and Financially Sustainable Governance**; through building accountable, effective and clean government, with sound financial management, functional and effective Councils, and strong, visionary leadership. It is about compliance and competence.

D1: **Sedibeng KPA 7:Vibrant Democracy**; through enabling all South Africans to progressively exercise their constitutional rights and enjoy the full dignity of freedom. To promote more active community participation in local government, including further strengthening the voice of communities and making sure that community based structures such as ward committees, police forums, school governing bodies are legislatively supported to function effectively.

1.3.7 Midvaal Political Guidelines

The Midvaal Local Municipality is guided by the following 5 (five) pillars:

1. Open Opportunity Society:

A society in which every person is free, secure and equal, where everyone has the opportunity to improve the quality of his life and pursue her dreams, and in which every language and culture has equal respect and recognition

2. Reconciliation:

Enable South Africans to come to terms with their past on a morally accepted basis by all group, and bringing them together on their shared future

3. Redress:

Addressing the imbalances of the past that has resulted in economic and spatial inequality in a sustainable manner that ensures that all benefit

4. Delivery:

Ensuring that everyone has equal access to basic services and resources under the mandate of government and the constitution

5. Diversity:

We celebrate and showcase the diversity of the party as a mirror of the diversity in broader South African Society

1.4 Process Plan

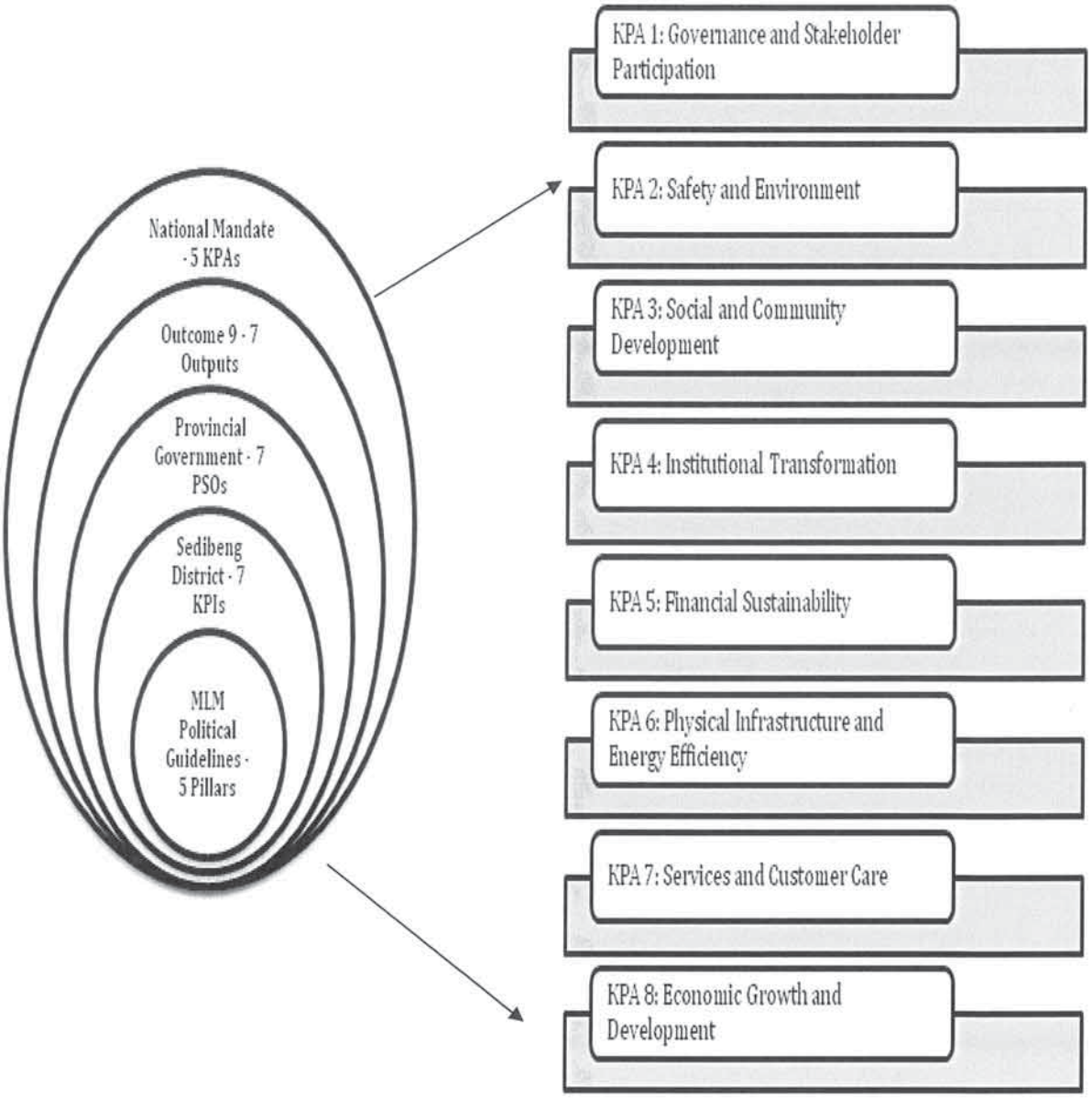
Proposed Date	Activity	Responsible Person
30 Jul 2013	Budget Steering Committee to review comments received from NT and PT regarding the 2013/2014 budget process	Executive Mayor
29 Aug 2013	Approval of Key Deadlines as required by Section 21 of the MFMA	Chief Financial Officer to compile report Council for approval
29 Aug 2013	Carry over adjustments budget for the 2013/2014-financial year	Chief Financial Officer to compile report Council for approval
29 Aug 2013	Final virements for 2012/2013	Chief Financial Officer to compile report Council for approval
10 Sep 2013	Budget Steering Committee to set priorities for the 2014/2015-budget	Executive Mayor
17 Sep 2013	Budget circular to be issued to Heads of Department for guidance on preparation of draft budgets	Chief Financial Officer
31 Oct 2013	Departmental Compilation of Draft Capital Budget for 2014/2015: - Compilation of project plans (including outputs and outcomes to be achieved) - Motivations for new projects - Analysis of impact on operating budget	Heads of Department
5 Nov 2013	Municipal Manager to review departmental submissions (Draft Capital Budgets)	Municipal Manager
12 Nov 2013	Budget Steering Committee to consider Draft Capital Budget	Executive Mayor
30 Nov 2013	Departmental Compilation of Draft Operating Budget for 2014/2015 (based on draft capital budget as recommended by Budget Steering Committee)	Heads of Department
14 Jan 2014	Municipal Manager to review departmental submissions (Draft Operating Budgets)	Municipal Manager
21 Jan 2014	Budget Steering Committee to consider first draft Operating Budget (before tariff approvals) Budget Steering Committee to consider Adjustments Budget for 2013/2014	Executive Mayor

Proposed Date	Activity	Responsible Person
24 Jan 2014	Draft tariff increases to be finalised by departments (including cost recovery analysis)	Heads of Department
28 Jan 2014	Municipal Manager to review draft balanced budget and proposed tariff increases	Municipal Manager
30 Jan 2014	Council to approve main adjustments budget	Chief Financial Officer to compile report Council for approval
4 Feb 2014	Budget Steering Committee to consider draft balanced budget (based on recommended tariff increases)	Executive Mayor
11 Feb 2014	Budget Steering Committee to consider budget policies - Tariff Policies - Tariff By-laws - Property Rates Policy - Property Rates By-laws	Executive Mayor
18 Feb 2014	Budget Steering Committee to consider budget policies - Indigent Management Policy - Credit Control and Debt Management Policies - Revenue Management Policies and By-laws	Executive Mayor
25 Feb 2014	Budget Steering Committee to consider budget policies - Cash Management Policy - Borrowing Policy - Investment Policy - Long-term Financial Plan - Budget Policy - Other policies	Executive Mayor
28 Feb 2014	Corporate Services to scrutinise all tariff submissions and by-laws for legal compliance	Executive Director: Corporate Services
11 Mar 2014	Budget Steering Committee to consider Draft IDP	Executive Mayor
18 Mar 2014	Budget Steering Committee to consider Draft SDBIP	Executive Mayor
27 Mar 2014	Formal tabling of Draft IDP, Budget and SDBIP to Council	Chief Financial Officer to compile report and Draft Budget Executive Director: Development Planning& Housing for Draft IDP Executive Director: Corporate Services for Draft SDBIP Council for approval

Proposed Date	Activity	Responsible Person
1 Apr 2014	1. Making public of tabled IDP / Budget as per the MFMA and MSA requirements 2. Submission of IDP to MEC for Comments 3. Submission of Budget to NT for Comments (Including upload files in printed and electronic format) 4. Submission of draft IDP / Budget to organs of state	Chief Financial Officer Executive Director: Development Planning& Housing
Apr 2014 Exact dates to be confirmed	Community Consultation Workshops	Speaker's Office
25 Apr 2014	Summary of public comments received	Chief Financial Officer
6 May 2014	Budget Steering Committee to consider final IDP, Budget and SDBIP	Executive Mayor
13 May 2014	Mayoral Committee to recommend final IDP, Budget and SDBIP	Executive Mayor
29 May 2014	Council to approve final IDP and Budget.SDBIP to be noted by Council	Chief Financial Officer to prepare report - Council for approval
6 Jun 2014	1. Making public of approved IDP / Budget as per the MFMA and MSA requirements 2. Tariff and By-law Promulgation 3. Submission of approved IDP to MEC for Local Government and Housing 4. Submission of approved IDP and Budget to NT (Including upload files in printed and electronic format)	Chief Financial Officer Executive Director: Corporate Services Executive Director: Development Planning& Housing
30 Jun 2014	MM and HOD's to sign performance agreements as per approved SDBIP	Executive Director: Corporate Services

1.5 Key Performance Areas (KPAs)

Taking cognisance of the national, provincial and district policies and plans, the following KPAs were identified for the Midvaal Local Municipality:


National Mandate - 5 KPAs
Outcome 9 - 7 Outputs
Provincial Government - 7 PSOs
Sedibeng District - 7 KPIs
MLM Political Guidelines - 5 Pillars
KPA 1: Governance and Stakeholder Participation
KPA 2: Safety and Environment
KPA 3: Social and Community Development
KPA 4: Institutional Transformation
KPA 5: Financial Sustainability
KPA 6: Physical Infrastructure and Energy Efficiency
KPA 7: Services and Customer Care
KPA 8: Economic Growth and Development

The Key Performance Areas (KPA's) are defined in the following table:

Key Performance Areas	Definition
KPA 1: Governance and Stakeholder Participation	To promote proper governance and public participation.
KPA 2: Safety and Environment	To contribute to the safety of communities in Midvaal through the pro-active identification, prevention, mitigation and management of environmental health, fire and disaster risks.
KPA 3: Social and Community Development	To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.
KPA 4: Institutional Transformation	To provide an effective and efficient workforce by aligning our institutional arrangements to our overall strategy in order to deliver quality services.
KPA 5: Financial Sustainability	To ensure the financial sustainability of the municipality in order and to adhere to statutory requirements.
KPA 6: Physical Infrastructure and Energy Efficiency	To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal.
KPA 7: Services and Customer Care	To improve our public relations thereby pledging that our customers are serviced with dignity and care.
KPA 8: Economic Growth and Development	To facilitate sustainable economic empowerment for all communities within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.

1.6 Key Focus Areas (KFAs)

The eight (8) Key Performance Areas (KPAs) are supported by the following Key Focus Areas (KFAs):

KPAs	KFAs		DRIVER	Sedibeng KFA
KPA 1: Governance and Stakeholder Participation	KFA 1:	Governance Structures	CS	G1
	KFA 2:	Stakeholder Participation	CS	D1
	KFA 3:	Inter-Governmental Relations (IGR)	CS	G1
	KFA 4:	Communications (Internal and External)	CS	D1
KPA 2: Safety and Environment	KFA 5:	Safety & Security	P	R3
	KFA 6:	Environmental Management	SS	R3
	KFA 7:	Disaster Management	P	R3
	KFA 8:	Emergency Services	P	R2
	KFA 9:	Law Enforcement	P	R2
KPA 3: Social and Community Development	KFA 10:	Sustainable Human Settlements	DP	R2
	KFA 11:	Sport and Recreation Programmes	SS	R2
	KFA 12:	Clinics	SS	R2
	KFA 13:	Cemeteries	SS	R2
	KFA 14:	Libraries, Arts, Culture and Special Programmes (gender, elderly, youth and people living with disabilities, including ECD)	SS	R2
KPA 4: Institutional Transformation	KFA 15:	Human Capital &Skills Development	HR	R5
	KFA 16:	Performance Management	CS	R5
	KFA 17:	Systems and Technology	CS	R5
	KFA 18:	Policies, Processes and Procedures	CS	G1
KPA 5: Financial Sustainability	KFA 19:	Financial Management	Fin	G1
	KFA 20:	Revenue Management	Fin	G1
	KFA 21:	Supply Chain Management	Fin	G1
	KFA 22:	Asset Management, including Fleet Asset Management	Fin/ES	G1
KPA 6: Physical Infrastructure and Energy Efficiency	KFA 23:	Electricity &Energy Efficiency	ES	R2
	KFA 24:	Roads and Storm-water Infrastructure	ES	R2
	KFA 25:	Water and Sanitation Infrastructure	ES	R2
	KFA 26:	Landfill Sites and Transfer Stations	SS	R3
	KFA 27	Municipal and public facilities, including sport & recreation	CS/SS	R2
KPA 7: Services and Customer Care	KFA 28:	Water andSanitation	ES	R2
	KFA 29:	Electricity	ES	R2
	KFA 30:	Cleansing and Waste Management	SS	R3
	KFA 31:	Customer Relations	CS	D1
KPA 8: Economic Growth and Development	KFA 32:	Local Economic Development (LED)&Capacity Building	DP/SS/HR	R1
	KFA 33:	Spatial and Development Planning	DP	R4

Chapter **2**

Situational Analysis

Chapter 1:	Introduction
Chapter 2:	**Situational Analysis**
Chapter 3:	Five (5) Year Development Plan
Chapter 4:	Support Plans
Chapter 5:	Service Delivery and Budget Implementation Plan (SDBIP)
Chapter 6:	Performance Management
Annexures	

2.1 Introduction
2.2 Geographical Location
2.3 Governance & Stakeholder Participation
2.4 Safety & Environment
2.5 Social & Community Development
2.6 Institutional Transformation
2.7 Financial Sustainability
2.8 Physical Infrastructure & Energy Efficiency
2.9 Services & Customer Care

2.10 Economic Growth & Development

Situational Analysis

2.1 Introduction

This chapterin accordance with the requirements of the Municipal Systems Act provides a situational analysis of the existing trends and conditions in the Midvaal Local Municipality.

The Midvaal Local Municipality (GT422) is a Category B municipality comprising of fourteen (14) wards:

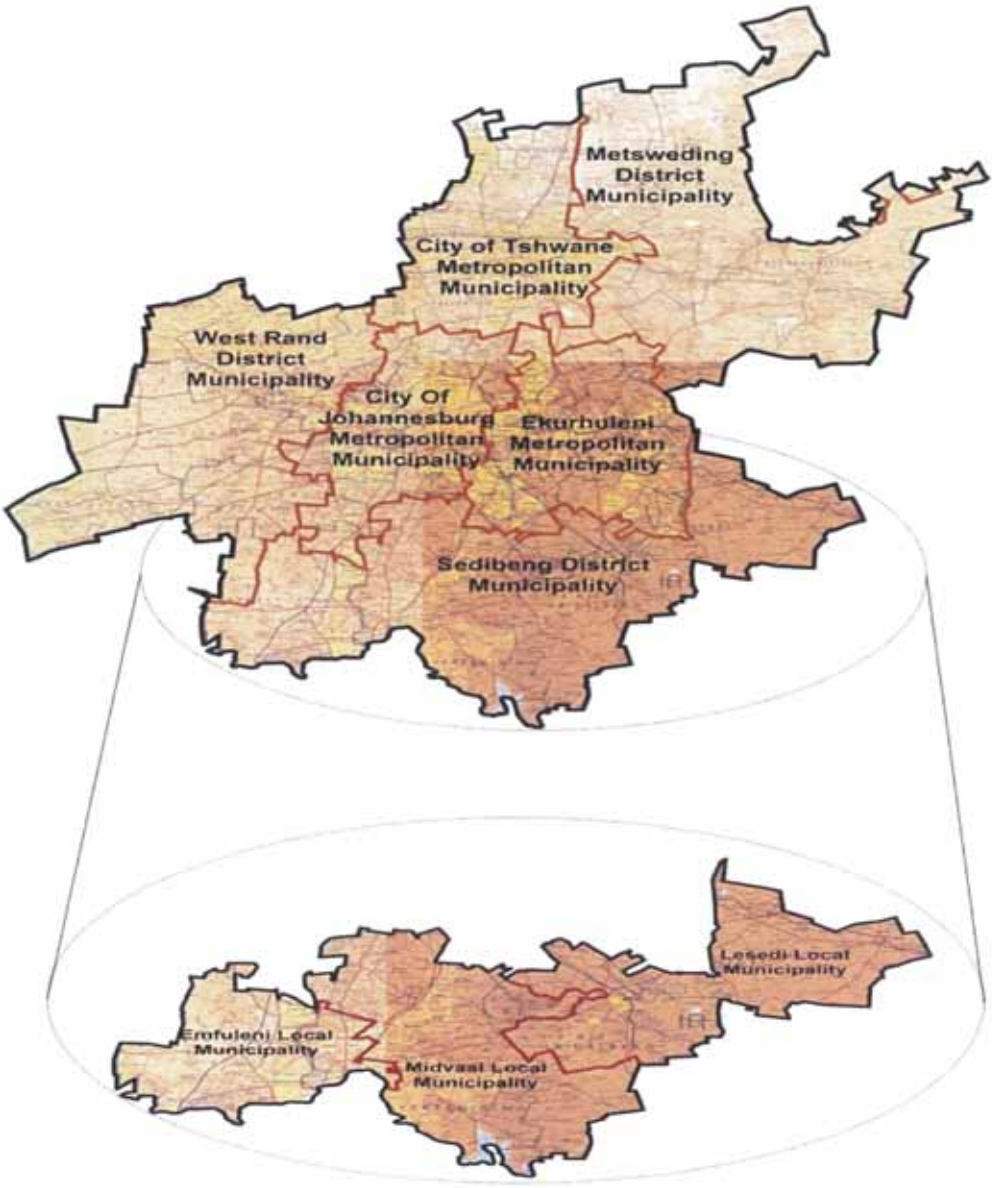
MIDVAAL LOCAL MUNICIPALITY	
AREAS	**TOTAL NUMBER**
Townships	43 (24 231 Stands)
Farms	79 (12 563 Portions)
Agricultural Holdings and other Settlements	32 (4078 small / agricultural holdings
Nature Reserves	1
Conservancies	9

2.2 Geographical Location

The Midvaal Local Municipality (GT422), covering approximately 1722 km^2, is one of three local municipalities situated within the Sedibeng District Municipality, the other two being the Emfuleni Local Municipality (GT421), approximately 966 km^2 in extent and the Lesedi Local Municipality (GT423), approximately 1484 km^2 in extent. The Midvaal Local Municipality is a Category B-municipality as defined in the Municipal Structure Act.

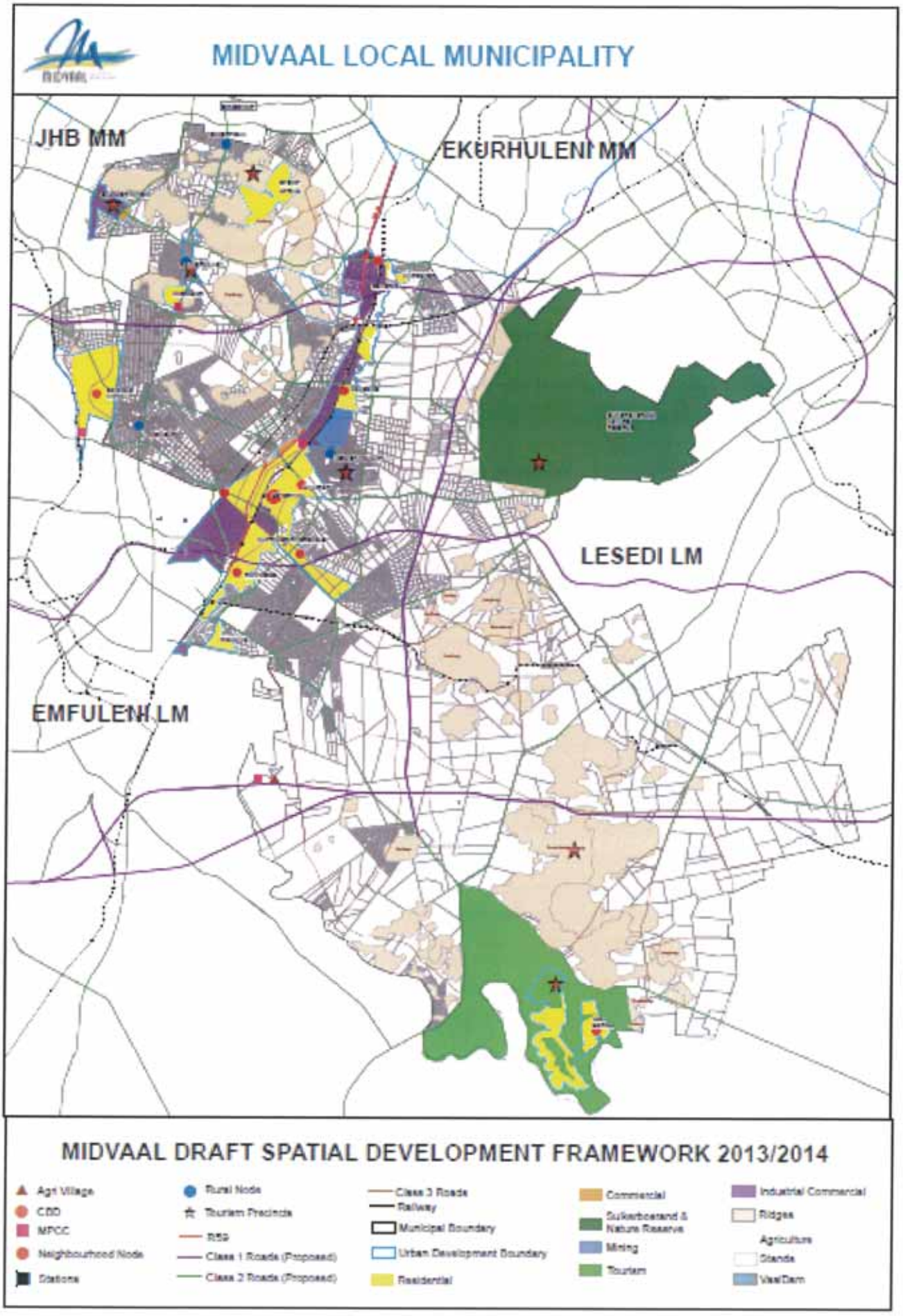
Midvaal is located in the Southern parts of the Gauteng Province and is bordered by two provinces, namely the Mpumalanga Province to the East and the Free State Province to the South.

The Dipaliseng Local Municipality (MP306) is located to the East of Midvaal and the Metsimaholo Local Municipality (FS204) is situated to the South. The City of Johannesburg and Ekurhuleni Metropolitan Municipality are situated to the North.



2.2.1 Spatial Structure

The spatial structure of the Midvaal Local Municipal area is predominantly that of a rural area (see map on page 26), with extensive farming constituting approximately 50 % of the total area of jurisdiction. There are two significant natural features impacting on the physical structure, namely the Suikerbosrand Nature Reserve and the Vaal River which forms the Southern boundary of both the municipality and the Gauteng Province. Secondary natural features which play a significant role in the development dynamics of the area are the Klip River, Suikerbosrand River and the Vaal Dam.


MIDVAAL LOCAL MUNICIPALITY
JHB MM
EKURHULENI MM
LESEDI LM
EMFULENI LM
MIDVAAL DRAFT SPATIAL DEVELOPMENT FRAMEWORK 2013/2014
Agri Village
CBD
MPCC
Neighbourhood Node
Stations
Rural Node
Tourism Precincts
R59
Class 1 Roads (Proposed)
Class 2 Roads (Proposed)
Class 3 Roads
Railway
Municipal Boundary
Urban Development Boundary
Residential
Commercial
Suikerbosrand & Nature Reserve
Mining
Tourism
Industrial Commercial
Ridges
Agriculture
Stands
Vaal Dam

Development in Midvaal is concentrated in the North-eastern part of the municipal area and occurs along the R59-freeway and to a lesser extent the R82-freeway to the West.

Prominent towns and development occurring along these corridors are:

- **R59**: Klip River Business Park, Grace View Ext 3, Waterval, Randvaal, Henley-on-Klip and Meyerton; and
- **R82**: Tedderfield, Walkerville and De Deur.

Meyerton is the highest order town in the Midvaal area with relatively large business and residential components. The other towns mentioned above are mainly service centres to the surrounding rural areas. The towns are surrounded by agricultural holdings, which are mainly used for rural residential purposes and extensive farming.

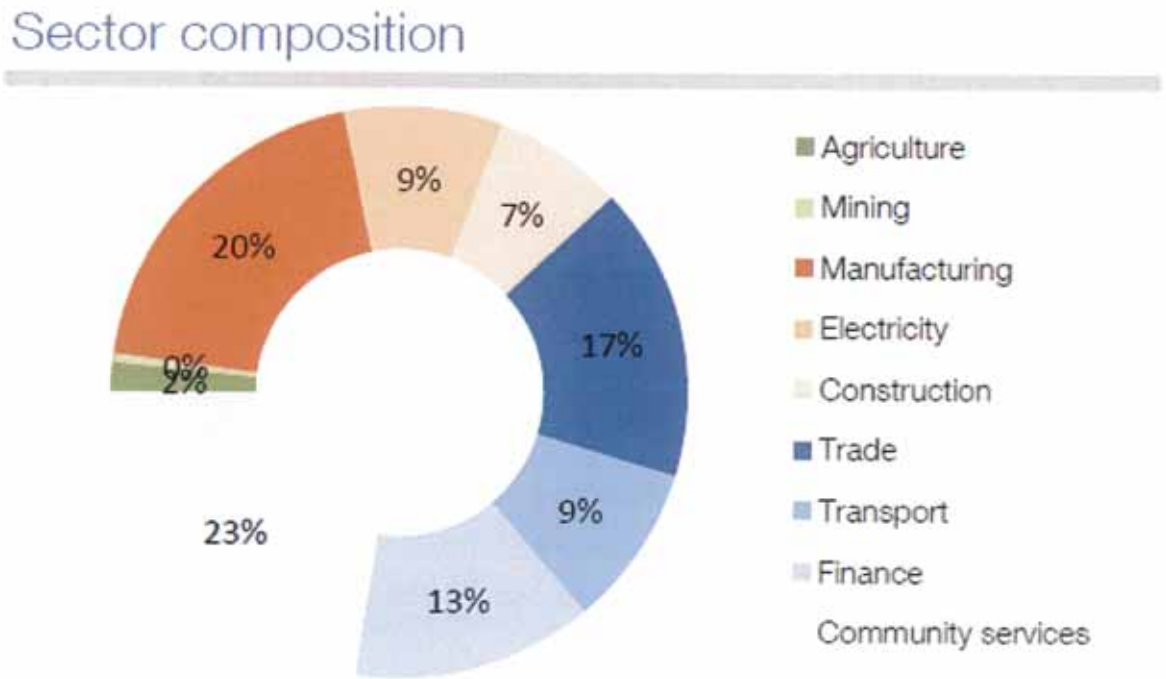
2.2.2 Socio – Economic Analysis

2.2.2.1 Population

The Midvaal Local Municipality has a total population of 95 300 (Source Statssa: 2011 Census). The total population grew from 52679 in 1996 to 95 300 in 2011, according to the 1996 and 2011 census data. The year on year growth for the total population for this period was 2,78 %. The Black or African population grew at a rate of 3,59 % and the White or European population grew by 1,46 % .

2.2.2.2 Sectoral Analysis

According to IHS Global Insight, Social Services, followed by Manufacturing and Trade, is the largest contributors to the Midvaal economy, see figure below.



Municipal Fact Sheet

Description	ELM	LLM	MLM
Geographical size (sq km)	966	1484	1722
Number of people	721 663	99 520	95 301
Population growth (% per annum 2001 – 2011)	0,92	3,26	3,94
Number of Households	220 135	29 668	29 852
Population density (people per sq km)	747,1	67,1	55,3
Number of Wards	45	13	14
Number of Councillors		26	27
% of households with formal housing	81	83,3	76,4
% of households with hygienic toilets	91,2	90,1	84,1
% of households with piped water at or above RDP level	96,3	88,9	75,8
% of households with electricity connections	92.2	89.9	79.3
% of households with formal refuse removal	90.7	86.3	83.1
Number of households in informal settlements	12 974	2 021	3 766
Unemployment rate (broad definition %)	34,7	25,9	18,8
Unemployment rate (narrow definition %)	14.9	11.1	9
% of people employed in the formal sector	79.2	74.8	73.20
% of people employed in the informal sector	9.6	11.1	10.11
% of people employed in private households	11.3	14.2	16.68
Dependency Ratio (per 100 (15 – 64)	43,8	45,8	41,9

Source: Statssa 2011 Population Census

The above table clearly indicates the impact of low population density on service delivery. The lower net density in Midvaal has a significant impact in the capital cost of infrastructure delivery and the operational expenses associated with infrastructure delivery. This trend supports the founding principles of the Midvaal Local Municipal SDF, whereas development should be contained within the defined urban development boundary.

Rating System

The analysis in this chapter is conducted according to a rating system, as follows:

1.	☺	Good performance / implementation / standard
2.	😐	Average performance / standard OR policy in place with average implementation
3.	☹	Poor performance / standard OR no performance / function

2.3 KPA 1: GOVERNANCE AND STAKEHOLDER PARTICIPATION

Strategic Objective: To ensure good governance and the participation of stake-holders

2.3.1 KFA 1:Governance and Structures

2.3.1.1 Governance and Structures

	DESCRIPTION	RATING	
		13/14	14/15
1.	Council has been duly elected and is fully functional	☺	☺
2.	Executive Mayor and Mayoral Committee	☺	☺
3.	Sect 80-Committees	☺	☺
4.	Sect 79-Ethics Committee	☺	☺
5.	Sect 79-Municipal Public Accounts Committee (MPAC)	☺	☺
6.	Sect 79-Naming Committee	☺	☺
7.	Sect 79-Petitions Committee	☺	☺
8.	Performance & Audit Committee	☺	☺
9.	IDP Representative Forum	☹	😐
10.	Office of the Speaker	☺	☺
11.	Ward Committees in all 14 wards	😐	☺
12.	Office of the Chief Whip	☺	☺
13.	Municipal Code (By-laws)	☺	☺
14.	Town Planning Tribunal	☺	☺

2.3.1.2 Risk Management

	DESCRIPTION	RATING	
		13/14	14/15
1.	Anti-Fraud and Corruption Management	☺	☺
2.	Risk Matrix	😐	😐
3.	Risk Management Policy	😐	😐
4.	Risk Register (Strategic & Operational)	😐	😐

5.	Risk Committee	☺	☺
6.	Risk Management Committee	☺	☺
7.	Incident Register	☺	☺
8.	Disaster Management Plan / Risk Management Plan / Business Continuity Plan	☹	☹

2.3.2 KFA 2:Stakeholder Participation

DESCRIPTION		RATING	
		13/14	14/15
1.	Petitions Policy	☺	☺
2.	Petitions Committee	☺	☺
3.	Resources and Procedures	☺	☺
4.	Functional ward committees in all 14 wards	☺	☺
5.	Participation in IDP and Budget process	😐	😐
6.	Annual People's Assembly	☺	☺

2.3.3 KFA 3:Inter-Governmental Relations (IGR)

DESCRIPTION		RATING	
		13/14	14/15
1.	Premier's Co-ordinating Forum (PCF)	☺	☺
2.	Technical PCF	☺	☺
3.	MEC/MMC Fora	😐	😐
4.	SALGA	😐	😐
5.	District Fora	😐	😐

2.3.4 KFA 4:Communications (Internal and External)

DESCRIPTION		RATING	
		13/14	14/15
1.	Communications Policy	☺	☺
2.	Communications Plan	☺	☺
3.	Marketing Plan	☺	☺
4.	Communications and Marketing Unit	😐	☺
5.	Budget and Resources	☹	😐
6.	Internal Newsletter	☺	☺
7.	External Newsletter	☺	☺
8.	Functional Website	😐	☺
9.	Complaints Management System	☺	☺
10.	Media Releases	☺	☺
11.	Stakeholder Engagement	☺	☺

12.	Branding	😐	☺
13.	Corporate Identity Manual	☺	☺
14.	Advertising and Marketing	😐	😐
15.	Events	😐	😐
16.	Telephone Systems	☺	☺
17.	Regular internal management meetings	☺	☺
18.	Departmental Meetings	☺	☺
19.	Regular Mayoral Strategic Sessions	☺	☺
20.	Functional Website and Compliance with Sect 75 of MFMA	☺	☺
21.	IDP Fora	☺	☺
22.	Functional Ward Committees in all 14 wards	☺	☺
23.	People's Assembly	☺	☺
24.	E-mail System	☺	☺

2.4 KPA 2:SAFETY AND ENVIRONMENT

Strategic Objective: To ensure safety within the community as well as a healthy and protected environment

2.4.1 KFA 5: Safety & Security

DESCRIPTION		RATING	
		13/14	14/15
1.	Traffic Administration	😐	😐
2.	Community Training/ Projects	☹	😐

2.4.2 KFA 6: Environmental Management

DESCRIPTION		RATING	
		13/14	14/15
1.	Environmental Management Framework (EMF)	😐	😐

2.4.3 KFA 7: Disaster Management

DESCRIPTION		RATING	
		13/14	14/15
1.	Disaster Management Plan	😐	😐
2.	Disaster Management Centre	☹	☹

2.4.4 KFA 8: Emergency Services

Fire Fighting Services			
	EXISTING FACILITIES	Rating	
		13/14	14/15
1.	Meyerton Fire Station SANS 090-Standard	☺	☺
2.	Vaal Marina Fire Station SANS 090-Standard	☹	☹
3.	Fire Prevention	☺	☺
4.	Community Training /Projects	😐	😐

2.4.5 KFA 9: Law Enforcement

	EXISTING ACTIVITIES	RATING	
		13/14	14/15
1.	Informal Trading By-law Enforcement	😐	😐
2.	Poster Management	😐	😐
3.	CCTV Project	😐	😐
4.	Crime Prevention	😐	😐
5.	Fire By-law Enforcement	😐	😐
6.	Traffic Law Enforcement	😐	😐
7.	Speed Law Enforcement	☺	☺

2.5 KPA 3: SOCIAL AND COMMUNITY DEVELOPMENT

Strategic Objective: To facilitate social and community development

2.5.1 KFA 10: Sustainable Human Settlements

Human settlements become sustainable when residents of the settlement have access to a variety of basic services, social services and housing. The social services could be shared with another settlement or community. A further important aspect is access to suitable shelter (housing) and security of tenure.

Housing is the competency of the Provincial Department of Housing, a number of informal settlements are located in the Midvaal Local Municipality and the irradication of the housing and services backlog is directly related to accessibbilty of suitable land.

Ward No	Settlement	Number of Structures	Services								Settlement linked to Housing Project	
			Potable water		Electricity		Sanitation		Refuse removal			
			13/14	14/15	13/14	14/15	13/14	14/15	13/14	14/15	13/14	14/15
1	Mamello	348	😐	😐	☹	☹	☹	☹	☺	☺	☺	☺
1	Bantu Bonke	82	☺	☺	☺	☺	☺	☺	☺	☺	😐	😐
2	Boitumelo	130	😐	😐	☹	☹	😐	😐	☺	☺	☹	😐

3	Piels Farm	215	😐	😐	☹	☹	😐	😐	☺	☺	☹	😐
4	Alewynspoort - Harold	73	😐	😐	☹	☹	☹	☹	☺	☺	☹	😐
5	Sicelo	2696	😐	😐	☹	☹	😐	😐	☺	☺	😐	😐
6	Put-Put/ Varkeng (Kayalitscha)	258	😐	😐	☹	☹	😐	😐	☺	☺	☹	😐
Total per Settlement		**3766**										

Source: RED ANT Survey 2009 & 2012

Ward No	Town Name	Services				Settlement linked to Housing Project
		Potable water	Electricity	Sanitation	Refuse removal	
1	Vaal Marina Holiday Township	☺	☺	☺	☺	N/A
2	Risiville	☺	☺	☺	☺	N/A
	Risiville x 3	☺	☺	☺	☺	N/A
	Risiville x 2	☺	☺	☺	☺	N/A
3	Kookrus	☺	☺	☺	☺	N/A
	Rothdene	☺	☺	☺	☺	N/A
4	Henley-on-Klip	☺	☺	☺	☺	N/A
5	Highbury x 1	☺	☺	☺	☺	N/A
	Daleside (Witkop)	☺	☺	☺	☺	N/A
	Highbury	☺	☺	☺	☺	N/A
6	Lakeside Est.	☺	☺	☺	☺	N/A
	Lakeside x 1	☺	☺	☺	☺	N/A
	The Evaton Estate	☺	☺	☺	☺	N/A
7	Eye of Africa	☺	☺	☺	☺	N/A
8	Meyerton Farms	☺	☺	☺	☺*	😐
9	Meyerton (CBD)	☺	☺	☺	☺	N/A
	Meyerton x2	☺	☺	☺	☺	N/A
	Meyerton x3	☺	☺	☺	☺	N/A
10	Noldick x 1	☺	☺	☺	☺	N/A
	Noldick	☺	☺	☺	☺	N/A
	Meyertonx1	☺	☺	☺	☺	N/A
	Meyerton Farms	☺	☺	☺	☺*	😐
11	Balmoral Estates	☺	☺	☺	☺	N/A
	Balmoral Ext	☺	☺	☺	☺	N/A
	De Deur Estates	☺	☺	☺	☺	N/A
	Ohenimuri	☺	☺	😐	☺	N/A
12	Klipwater	☺	☺	☺	☺	N/A
13	Riversdale	☺	☺	☺	☺	N/A

14	Meyerton x 3	☺	☺	☺	☺	N/A
	Meyerton x 6	☺	☺	☺	☺	N/A
	Meyerton x 4	☺	☺	☺	☺	N/A
	Golf Park	☺	☺	☺	☺	N/A
	Golf Park x 1	☺	☺	☺	☺	N/A

*Status 2013/2014 = 😐

2.5.2 KFA 12: Clinics

AREA		RATING	
		13/14	14/15
1.	Meyerton Clinic	😐	😐
2.	Randvaal Clinic	😐	😐
3.	Kookrus Clinic	😐	😐

Source: The MLM, Department of Technical and Engineering Services

2.5.3 KFA 13: Cemeteries

EXISTING ACTIVITIES		RATING	
		13/14	14/15
1.	Meyerton	☺	☺
2.	Kliprivier	😐	😐
3.	Kookrus	😐	☺
4.	Sybrandvan Niekerk(Inactive)	😐	😐
5.	Riversdale	😐	😐
6.	Required Additional Cemeteries/Crematoria	😐	😐

2.5.4 KFA 14: Arts Culture & Special Programmes (gender, elderly, youth and people living with disabilities, including Early Childhood Development Centres (ECD Centres)

LIBRARIES (AREAS)		RATING	
		13/14	14/15
1.	Meyerton	☺	☺
2.	Henley-on-Klip	☺	☺
3.	Randvaal	☺	☺
4.	Sicelo	☺	☺
5.	De Deur	😐	😐
6.	Lakeside	☹	😐
7.	Required Additional Libraries	☹	☹

	PROGRAMMES	RATING	
		13/14	14/15
1.	Gender programnmes	😐	😐
2.	Elderly programmes	☹	☹
3.	Youth programmes	😐	😐
4.	Disabled programmes	😐	😐

There are 23 Early Childhood Development (ECD) facilities in Midvaal

	DESCRIPTION	RATING	
		13/14	14/15
1.	ECD Facilities (8) [Formal]	😐	☺
2.	ECD Facilities (15) [Informal]	☹	😐

2.6 KPA 4: INSTITUTIONAL TRANSFORMATION

Strategic Objective: To ensure institutional transformation

2.6.1 KFA 15: Human Capital & Skills Development

2.6.1.1 Organisational Structure

	DESCRIPTION	RATING	
		13/14	14/15
1.	Functional Organisational Structure (Organogram)	☺	☺
2.	Number of Vacancies	☺	☺
3.	Staff Turn-over	☺	☺
4.	Employment Equity	😐	😐
5.	Vetting	😐	😐

2.6.1.2 Human Capital and Skills Development

	DESCRIPTION	RATING	
		13/14	14/15
1.	Workplace Skills Plan & Annual Training Report (WSP & ATR)	☺	☺
2.	Annual updating and submission of WSP & ATR	☺	☺
3.	Succession Plan	😐	😐
4.	Study Assistance Scheme	😐	😐
5.	Training Programmes	😐	😐
6.	Staff Morale	😐	😐

2.6.2 KFA 16: Performance Management

2.6.2.1 Performance Management / System

	DESCRIPTION	RATING	
		13/14	14/15
1.	Performance Management Policy	😐	☺
2.	Performance Management System	☺	☺
3.	Cascading of Performance Management System	☹	😐

2.6.2.2 Monitor and Evaluation

	DESCRIPTION	RATING	
		13/14	14/15
1.	Regular review of institution	☺	☺
2.	Regular review of service providers and contractors	☺	☺

2.6.2.3 Project Management Unit

	DESCRIPTION	RATING	
		13/14	14/15
1.	Project Management Unit (PMU)	☺	☺

2.6.3 KFA 17: Systems and Technology

	DESCRIPTION	RATING	
		13/14	14/15
1.	ICT is a district function	😐	😐
2.	SLA in place for District seconded staff	😐	😐
3.	Strategic Capability	☹	☺
4.	Resources (Budget, Staff& Equipment)	😐	☺
5.	Master Systems Plan (MSP)	☺	☺
6.	ICT Helpdesk and Technical Support	☺	☺
7.	Financial Management System	☺	☺
8.	Human Resources Management Plan	☺	😐
9.	Consumer Account Management	☺	😐
10.	Bulk SMS and Central Database	☹	😐

2.6.4 KFA 18: Policies, Processes and Procedures

	DESCRIPTION	RATING	
		13/14	14/15

1.	Processes and procedures are in place to address and implement Council policies	☺	☺
2.	Processes and procedures are reviewed or developed departmentally as and when required on the basis of changed circumstances	☺	☺
3.	Policy Register	☺	☺
4.	Regular review of policies & by-laws	☺	☺
5.	System of Delegations	☺	☺

2.7 KPA 5: FINANCIAL SUSTAINABILITY

Strategic Objective: To ensure financial sustainability

A detailed situational analysis of the financial sustainability of the Municipality is contained in **Chapter 4: Financial Plan**.

2.7.1 KFA 19: Financial Management

2.7.1.1 Financial Management

DESCRIPTION		RATING	
		13/14	14/15
1.	Capital Expenditure	☺	☺
2.	Operating Expenditure	☺	☺
3.	Cost Containment	☺	☺

2.7.1.2 Financial Reporting

DESCRIPTION		RATING	
		13/14	14/15
1.	Section 71-monthly reporting	☺	☺
2.	Section 52-quarterly reporting	☺	☺
3.	Mid-year Performance Reporting	☺	☺
4.	Annual Report	☺	☺
5.	Annual Financial Statements	☺	☺

2.7.1.3 Budgeting

DESCRIPTION		RATING	
		13/14	14/15
1.	Budget Policy	☺	☺
2.	Budget Steering Committee	☺	☺
3.	Operational Budget	☺	☺
4.	Capital Budget	☺	☺

2.7.1.4 Funding

DESCRIPTION		RATING	
		13/14	14/15
1.	Own Funding	😐	😐
2.	Grant Funding	😐	😐
3.	External Loans	😐	😐

2.7.2 KFA 20: Revenue Management

Areas that would enhance revenue, which were both short- and long-term in nature are the following:

DESCRIPTION		RATING	
		13/14	14/15
1.	Outstanding Debt	😐	😐
2.	Registered Indigents	😐	😐
3.	Revenue Collection	😐	☺

2.7.3 KFA 21: SUPPLY CHAIN MANAGEMENT

DESCRIPTION		RATING	
		13/14	14/15
1.	Supply Chain Management	☺	☺

2.7.4 KFA 22: ASSET MANAGEMENT

2.7.4.1 Asset Management

DESCRIPTION		RATING	
		13/14	14/15
1.	Movable Assets	☺	😐
2.	Infrastructure Assets	☹	☹

2.7.4.2 Equipment and Fleet Management

DESCRIPTION			RATING	
			13/14	14/15
1.	Total of the Midvaal LM Fleet: 161 vehicles, excluding trailers and equipment			
2.	Average age of the Council's vehicles: 8 years			
3.	Condition of fleet:	1. 33,3 %	☺	☺
		2. 33,3 %	😐	😐
		3. 33,3 %	☹	☹

DESCRIPTION		RATING	
		13/14	14/15
Equipment			
1.	Slashers	😐	😐
2.	Bush-cutters	☺	☺
3.	Kudu's	☺	☺
4.	Chainsaw	☺	☺
5.	Pole Pruners	😐	😐
6.	Water Carts	😐	😐
Fire-arms			
1.	Fire-arms (Traffic)	😐	😐
IT Equipment			
1.	Computers	😐	😐
2.	Laptops	😐	😐
3.	Printers	😐	😐
4.	Switches	😐	😐
5.	Radio's	😐	😐
6.	Servers	😐	😐
7.	Scanners	😐	😐
8.	Photocopiers	😐	😐

2.8 KPA 6: PHYSICAL INFRASTRUCTURE AND ENERGY EFFICIENCY

Strategic Objective: To ensure appropriately serviced, well maintained physical infrastructure and the efficient use of energy

2.8.1 KFA 23: Electricity & Energy Efficiency

DESCRIPTION		RATING	
		13/14	14/15
1.	Energy Efficiency	😐	😐

The Midvaal supply area as approved by NERSA consist of the following major area's:

- Blue Rose City Development;
- Vaal Marina area;
- Farm Doornkuil;
- R59-corridor;
- Meyerton;
- Kookrus;
- Riversdale;
- Golf Park;
- Risiville;
- McKay Estates; and
- Risiville Small Farms.

	SUB-STATION	CAPACITY		CONDITION	
		13/14	14/15	13/14	14/15
1.	M1-main Sub-station (60 MVA-capacity)	☺	☺	😐	😐
2.	Eye of Africa (Main Sub-station 80 MVA)	☺	☺	☺	☺
3.	The Grace Sub-station	☺	☺	☺	☺
4.	Risiville Eskom 4 Emfuleni Sub-station (5 000 kVA)	☹	☹	😐	😐
5.	Sybrand Van Niekerk Switching Sub-station (10000kVA)	😐	😐	😐	😐
6.	Riversdale R1 Switching Station	😐	😐	☺	☺
7.	Riversdale RI 3 Switching Station	😐	😐	☹	☹
8.	Switching Sub-stations in Kookrus	☹	☹	☹	☹
9.	Switching Station Vaal Marina	☹	☹	☹	☹
10.	Switching Stations Golf Park	☺	☺	☺	☺
11.	Switching Stations Sicelo and Meyerton farms	☹	☹	☹	☹
12.	Switching Sub-stations Meyerton area	😐	😐	😐	😐
13.	Switching Sub-stations Risiville area	😐	😐	😐	😐
14.	Minor Sub-stations	😐	😐	😐	😐

	NETWORK	CAPACITY		CONDITION	
		13/14	14/15	13/14	14/15
1.	Midvaal HV 88kV	☺	☺	☺	☺
2.	Riversdale MV	😐	😐	😐	😐
3.	Meyerton MV	😐	😐	😐	😐
4.	Golf Park MV	😐	😐	😐	😐
5.	Kookrus , Rothdene MV	😐	😐	☹	☹
6.	Meyerton Farms MV	😐	😐	☹	☹
7.	Sicelo MV	☹	☹	☹	☹
8.	Valley Settlements MV	😐	😐	☹	☹
9.	Risiville MV	😐	😐	😐	😐
10.	McKay Estates MV	😐	😐	😐	😐
11.	Vaal Marina MV	😐	😐	😐	😐
12.	Glen Donald MV	😐	😐	☹	☹
13.	Risiville Small Farms MV	😐	😐	😐	😐
14.	Chrissiesfontein MV	😐	😐	😐	😐
15.	Vaal Marina LV	😐	😐	😐	😐
16.	RiversdaleLV	😐	😐	😐	😐
17.	Meyerton LV	😐	😐	😐	😐
18.	Golf Park LV	☺	☺	☺	☺
19.	Kookrus, Rothdene LV	😐	😐	😐	😐
20.	Meyerton Farms LV	😐	😐	☹	☹
21.	Sicelo LV	☹	☹	😐	😐
22.	Valley Settlements LV	😐	😐	☹	☹

NETWORK		CAPACITY		CONDITION	
1.	Risiville LV	😐	😐	😐	😐
2.	McKay Estates LV	😐	😐	😐	😐

2.8.2 KFA 24: Roads and Storm-water Infrastructure

2.8.2.1 Roads

DESCRIPTION	CONDITION	RATING	
		13/14	14/15
National Roads	None		
Provincial Roads	General in poor condition and require upgrading. Freight transport and lack of maintenance contribute to deterioration of infrastructure. Gautrans busy with upgrading of R82.	😐	😐

MUNICIPAL ROADS		RATING	
		13/14	14/15
1.	Paved 660 km	😐	😐
2.	Unpaved 640 km	😐	😐

2.8.2.2 Storm-water

DESCRIPTION	RATING	
	13/14	14/15
Limited storm-water infrastructure exists. Storm-water is mainly drained in surface drains and channels which are cleaned on an annual basis.	😐	😐

2.8.3 KFA 25: WATER AND SANITATION INFRASTRUCTURE

2.8.3.1 Water Service Infrastructure

NETWORK	CAPACITY		CONDITION	
	13/14	14/15	13/14	14/15
The bulk network (asbestos cement pipes) total length of 657km	😐	😐	☹	☹

RESERVOIRS		CAPACITY		CONDITION	
		13/14	14/15	13/14	14/15
1.	Blue Saddles High Level	☺	☺	☺	☺
2.	Drumblade	😐	😐	😐	😐
3.	Eye of Africa	☺	☺	☺	☺
4.	Kliprivier Reservoir (Heineken)	☺	☺	☺	☺
5.	Meyerton Reservoir (X2)	😐	😐	😐	😐
6.	Randvaal Reservoir (Valley Settlements)	☺	☺	😐	😐
7.	Vaal Marina Reservoir (X2)	☺	☺	☺	☺

2.8.3.2 Sanitation Infrastructure

NETWORK	CAPACITY		CONDITION	
	13/14	14/15	13/14	14/15
The network consists of 375 km pipe in a fair condition	😐	😐	😐	😐

2.8.3.3 Sewer Pump Stations

There are 30 sewer pumpstations within the Municipal area. These pumpstations are in a fair condition but capacity needs to be addressed.

SEWER PUMP STATIONS		CAPACITY		CONDITION	
		13/14	14/15	13/14	14/15
1.	Pilkington	☹	☹	☹	☹
2.	KliprivierNo5	☺	☺	😐	😐
3.	KliprivierNo6	☹	😐	☹	😐
4.	Leeuw Street	☹	😐	☹	😐
5.	Adelaar Street	☺	☺	☹	😐
6.	Varty Street	😐	😐	☹	☹
7.	Brockett Street	😐	😐	😐	😐
8.	Gordon Street	😐	😐	😐	😐
9.	Bekker Street	☹	☹	☹	😐
10.	Rothdene	☹	☹	☹	😐
11.	Van Riebeeck Street	😐	😐	😐	😐
12.	Meyerton Sports Club	☹	☹	😐	😐
13.	Ribbok Street	☹	☹	😐	😐
14.	Keurboom Street	😐	😐	😐	😐
15.	Ewelme Street	☺	☺	😐	😐
16.	Church Street	☹	☹	😐	😐
17.	Assemblies of God Street	☺	☺	😐	😐
18.	Regatta Street	😐	😐	☹	☹
19.	Heineken Pump Station	☺	☺	☺	☺
20.	Roshnee/Rus-ter-vaal	☹	☹	☹	☹
21.	Anchovy Street	😐	😐	😐	😐
22.	Cormorant Bay	😐	😐	😐	😐
23.	Harbour Town	😐	😐	😐	😐
24.	Marina Letata	☹	☹	😐	😐
25.	Perlemoen Pump Station	😐	😐	😐	😐
26.	Port O'Call Pump Station	😐	😐	😐	😐
27.	Sunset Cove Pump Station	😐	😐	😐	😐
28.	Misty Bay Pump Station	☺	☺	😐	😐
29.	Banana Bay Pump Station	☹	☹	😐	😐
30.	Sewer Plant Pump Station	☺	☺	😐	😐

2.8.3.4 Treatment Works

There are 3 waste-water treatment works. Insufficient capacity needs to be addressed and the main Meyerton Treatment Works is in process of upgrading.

	WASTE-WATER TREATMENT WORKS	CAPACITY		CONDITION	
		13/14	14/15	13/14	14/15
1.	Ohenimuri Treatment Plant	😐	🙂	🙂	🙂
2.	Vaal Marina Treatment Plant	🙂	🙂	😐	😐
3.	Meyerton Treatment Plant	☹	☹	😐	😐

2.8.4 KFA 26: Landfill Sites and Transfer Stations

	LANDFILL SITES & TRANSFER STATIONS	RATING	
		13/14	14/15
1.	Walkerville Landfill Site	😐	😐
2.	Henley-on-KlipLandfill Site	😐	😐
3.	Vaal Marina Landfill Site	☹	☹
4.	Galloway Transfer Station	🙂	🙂
5.	Kliprivier Transfer Station	🙂	🙂
6.	Blackwood Transfer Station	☹	☹

2.8.5 KFA 27: MUNICIPAL FACILITIES

	DESCRIPTION OF FACILITIES	RATING	
		13/14	14/15
1.	Civic Centre (Administrative Buildings)	😐	😐
2.	Vaal Marina Municipal Buildings	🙂	🙂
3.	Randvaal Engineering Offices	😐	😐
4.	De Deur Administrative Offices	😐	😐
5.	Depot & Stand-by Quarters (Galloway Street – Eng&Comm Services)	😐	😐
6.	Fire Station	😐	😐
7.	Mechanical & Electrical Workshop (ArrieNorval Street)	😐	😐

2.9 KPA 7:SERVICES AND CUSTOMER CARE

Strategic Objective: To provide sustainable and affordable services and effective customer care

2.9.1 KFA 28: Water and Sanitation

Basic service infrastructure indicators suggest that the MLM compare favourable with the District and Gauteng Province with respect to water and sanitation.

DESCRIPTION	RATING	
	13/14	14/15

1.	Water: Blue Drop (84,1 %)	😐	😐
2.	Sewer: Green Drop (53,5 %)	☹	☹

	DESCRIPTION	RATING	
		13/14	14/15
1.	Households without formal housing	☹	☹
2.	Households without hygienic toilets	☹	☹
3.	Households without piped water at or above RDP level	😐	😐

2.9.2 KFA 29: ELECTRICITY

Electricity for the area is purchased in bulk by the Midvaal Local Municipality from Eskom and reticulated throughout the licensed area. Some backlogs exist in the Mamello and Sicelo areas which will only be reticulated once they are formalised. In the following areas the internal reticulation is provided directly by Eskom:

1. Ironsyde Agricultural Holdings;
2. Homestead Apple Orchards;
3. Blue Saddle Ranches;
4. Blignautsrus;
5. De Deur;
6. Golfview;
7. Hartzenbergfontein;
8. Henley-on-Klip;
9. Highbury;
10. Kliprivier;
11. Parts of Walkerville.

ELECTRICITY BACKLOG	NUMBER		RATING	
	13/14	14/15	13/14	14/15
Households without electricity connections	6 186	6 186	☹	☹

Source: STATSSA 2011 Census

	NUMBER OF HOUSEHOLDS CONNECTED (Midvaal Local Municipality Supply Area)	NUMBER		RATING	
		13/14	14/15	13/14	14/15
1.	Electricity (Paid)	9 722	9 722	☺	☺
2.	Electricity (Free)	301	301	😐	😐

2.9.3 KFA 30: CLEANSING AND WASTE MANAGEMENT

	DESCRIPTION	RATING	
		13/14	14/15
1.	Townships	☺	☺
2.	Agricultural and other settlements	☺	☺
3.	Farms	😐	😐
4.	Business and Industrial	😐	😐

2.9.4 KFA 31: Customer Relations

	DESCRIPTION	RATING	
		13/14	14/15
1.	Complaints System	☺	☺
2.	Toll free complaints hotline in Sicelo	☺	☺

2.10 KPA 8: ECONOMIC GROWTH AND DEVELOPMENT

Strategic Objective: To facilitate sustainable and inclusive economic growth and development through sustainable economic and social opportunity enhancement and job creation

2.10.1 KFA 32: Local Economic Development (LED) & Capacity Building

ENTITY	POPULATION (15-64 YEARS)	LABOUR FORCE	% ACTIVE IN LABOUR MARKET	RATING	
				13/14	14/15
Midvaal LM	46 068	32 176	69.84	😐	😐
Sedibeng DM	556 028	354 242	63.71	😐	😐
Gauteng	6 400 482	4 554 389	71.16	😐	😐

	DESCRIPTION	RATING	
		13/14	14/15
1.	LED Strategy	😐	😐
2.	Food Security Programmes	😐	☺
3.	Improved IGR with other Provincial and National Sector Departments	😐	😐
4.	SMME Database	😐	😐
5.	Community Works Programme (CWP)	☺	☺
6.	Midvaal Economic Analysis	☹	☺
7.	LED Projects	☺	☺

QUALIFICATION LEVEL		GENDER	NOTES		
			2011 (%)	RATING	
				13/14	14/15
1.	No schooling	Male	4,95	😐	😐
		Female	5,02	😐	😐
2.	Grade 0 - 7	Male	24,69	😐	😐
		Female	24,07	😐	😐
3.	Grade 8 - 11	Male	32,16	😐	😐
		Female	32,20	😐	😐
4.	Grade 12	Male	25,01	😐	😐
		Female	26,87	😐	😐
5.	NTC1 – 6	Male	3,93	😐	😐
		Female	1,11	😐	😐

QUALIFICATION LEVEL		GENDER	NOTES		
			2011 (%)	RATING	
				13/14	14/15
6.	Certificate/Diploma	Male	5,59	😐	😐
		Female	7,15	😐	😐
7.	Bachelor's or Higher Degree	Male	3,67	😐	😐
		Female	3,60	😐	😐

	DESCRIPTION	RATING	
		13/14	14/15
1.	Capacity Building Programmes for Job Creation	😐	😐
2.	Expanded Public Works Programme (EPWP)	😐	😐

	DESCRIPTION	RATING	
		13/14	14/15
1.	Primary Schools	😐	😐
2.	Secondary Schools	😐	😐
3.	Tertiary Institutions	☹	☹

2.10.2 KFA 33: Spatial & Development Planning

	DESCRIPTION	RATING	
		13/14	14/15
1.	Comprehensive Rural Development Programme		😐
2.	Spatial Development Framework	☺	☺
3.	Annual revision of SDF	☺	☺
4.	Regional Spatial Development Frameworks	☺	☺
5.	Precinct Plans	😐	☺
6.	Development, Planning and Housing Policies	😐	😐
7.	Regular revision of precinct plans and policies	☺	☺
8.	By-laws		
	a. National Building Regulations	☺	☺
	b. Town Planning/Land Use	☺	☺
	c. Outdoor Advertising	☺	☺
	d. Flood line	☹	😐
9.	Law enforcement:		
	a. By-laws	☺	☺
	b. National Building Regulations	☺	☺
	c. Town Planning/Land Use	☺	☺
	d. Outdoor Advertising	☺	☺
10.	Monitoring of attorney performance on matters handed over	☺	☺
11.	Land Use Management Scheme	☹	😐

	DESCRIPTION	RATING	
		13/14	14/15
12.	Turn-around times on Land Use Applications	☺	☺
13.	Turn-around times on Building Plan Applications	☺	☺
14.	Turn-around times: Complaints received in respect of NBR, TPS, OA	☺	☺
15.	Up-to-date Geographic Information System	☺	☺
16.	Electronic Application Tracking and Processing Sytem (City Solve)	☺	☺
17.	Electronic Building Plan Tracking and Processing System (City Solve)	☺	☺
18.	Local Migration Plan	☹	😐
19.	Integrated Sustainable Human Settlement Plan	☹	😐
20.	Monitoring of Land Invasions	☺	☺
21.	Municipal Wide Dolomite Risk Management Plan	☹	😐
22.	Dolomite Risk Management Plan	☹	😐
23.	CBD Revitalisation Programme	☹	😐

Chapter

3

Five (5) Year Development Plan

Chapter 1:	Introduction
Chapter 2:	Situational Analysis
Chapter 3:	**Five (5) Year Development Plan**
Chapter 4:	Support Plans
Chapter 5:	Service Delivery and Budget Implementation Plan (SDBIP)
Chapter 6:	Performance Management
Annexures	

3.1 Vision
3.2 Mission
3.3 Corporate Values
3.4 Governance Structure
3.5 Spatial Development Framework
3.6 Strategy Alignment of KPAs & KFAs

Chapter 3

Five (5) Year Development Plan

This chapter outlines Midvaal'sstrategic intent and Key Performance Areas for the next five years. It aims to respond to some of the key issues and challenges highlighted in Chapter 2, as well as national policy imperatives outlined in Chapter 1.

3.1 Vision

The Vision of the Midvaal Local Municipality is:

Midvaal will be renowned for robust economic growth and a high quality of life for all.

3.2 Mission

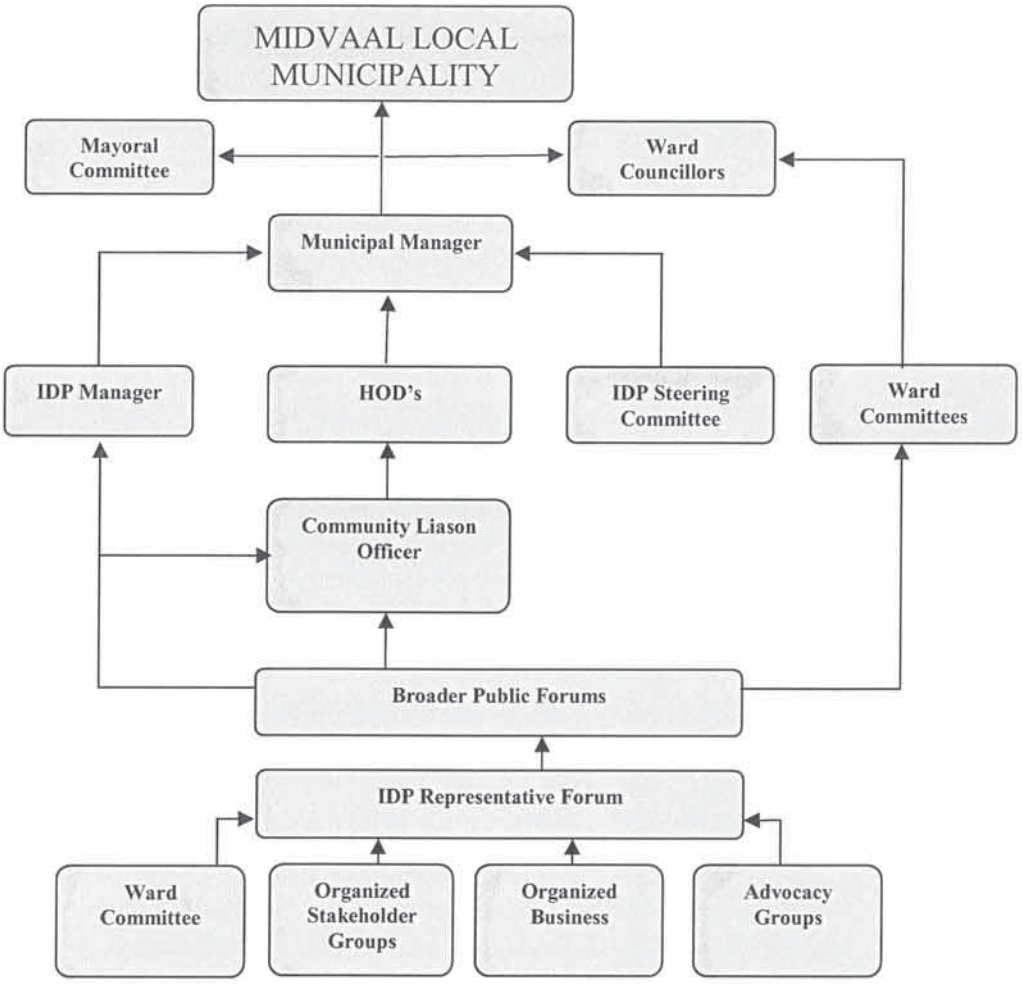
The Midvaal Local Municipality will execute its vision through the following:

1. Reducing poverty through growth and jobs;
2. Ensuring clean and transparent government;
3. Ensuring efficient and effective government;
4. Planning and regulating for growth;
5. Building and maintaining infrastructure;
6. Making government accessible;
7. Building strategic partnerships;
8. Using recourse sustainability;
9. Building human settlements;
10. Fighting crime; and
11. Delivering services for all.

3.3 Corporate Values

Values reflect the core principles of an organization: the deeply held values that do not change over time. A customer-centric approach shapes the values of the Midvaal Local Municipality. This defines the character of the municipality and the foundation on which leadership and employees behave and conduct decisions. Midvaal Local Municipality is guided by the following six (6) values.

3.4 Governance Structure



3.5 Spatial Development Framework

The Spatial Development Framework (SDF) is the legislated component of the municipality's IDP that prescribes development strategies and policy guidelines to restructure and re-engineer the urban and rural form. The SDF is the municipality's long-term vision of what it wishes to achieve spatially, and within the IDP programmes and projects.

3.5.1 National and Provinical Development Principles

The main principles which should underpin development in South Africa, as prescribed in Section 3 [1] of the Development Facilitation Act [DFA] [Act 67 of 1995] are as follows:

1. Promote the integration of the social, economic, institutional and physical aspects of land development;
2. Promote integrated land development in rural and urban areas in support of each other;
3. Promote the availability of residential and employment opportunities in close proximity to or integrated with each other;

4. Optimise the use of existing resources, including resources relating to agriculture, land, minerals, bulk infrastructure, roads, transportation, social facilities, etc;
5. Promote the development of diverse combinations of land uses, also at a detail level;
6. Discourage the phenomenon of "urban sprawl" and promote the development of more compact towns;
7. Promote the correction of the historically distorted spatial patterns of settlement in South African towns and cities;
8. Promote environmentally sustainable land development practices and processes; and
9. Promote the establishment of viable communities.

The ***Spatial Planning and Land Use Management Act (SPLUMA) Act 16 of 2013*** prescribes 5 "development principles" in Chapter 2, which can be summarized as follows:

1. The Principle of Spatial Justice;
2. The Principle of Sustainability;
3. The Principle of Spatial Efficiency;
4. The Principle of Spatial Resiliance;
5. The Principle of Good Administration.

The ***Gauteng Planning and Development Act, No. 3 of 2003***, lists a number of principles to promote spatial restructuring and sustainable development, *inter alia* the following:

1. Promote compact urban development, limit urban sprawl and protect agricultural resources.
2. Support the correction of historically distorted spatial development patterns.
3. Promote integrated urban and rural development in support of each other.
4. Optimize the use of existing resources.
5. Promote the establishment of viable communities.
6. Balance environmental considerations and economic imperatives.
7. Ensure the safe utilization of land.

The legislation above provide the broad policy framework within which local authorities have to conduct their day-to-day affairs and development initiatives. The fundamental, underlying principle is the promotion of sustainable development, i.e. finding a balance between the natural, social and economic environment.

3.5.2 Midvaal Spatial Development Framework (SDF)

The Spatial Development Framework (SDF) for the Midvaal area is a visual representation of the Development Vision and Interventions required for achieving the Development Objectives. The SDF should not be interpreted as a blueprint or master plan aimed at controlling physical development, but rather the framework giving structure to an area while allowing it to grow and adapt to changing circumstances.

The SDF needs to be closely read with the fundamentals, objectives, strategies, programmes, interventions and projects (see annexure).

The SDF indicates areas of existing development and proposed expansion for specific land uses, e.g. industrial development, institutional development, residential development etc.

3.5.3 The Eight (8) Midvaal Spatial Development Principles

Development Principle 1. To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial, and mining activities, as well as urbanisation pressures in the area.

Development Principle 2. To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes.

Development Principle 3. To promote tourism development in the Midvaal area by way of the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts and the Nature Reserves in the area.

Development Principle 4. To pre-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway, and to prioritise the bulk of short to medium term urbanisation as well as the upgrading/provision of engineering services in accordance with an Urban Development Boundary.

Development Principle 5. To facilitate the development of a hierarchy of activity nodes and a number of multi-purpose community centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote local economic development in the urban and rural parts of the municipality.

Development Principle 6. To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.

Development Principle 7. To promote the development of a diverse range of industrial and commercial activities in the Midvaal area with specific focus along the R59-Corridor and at the designated nodal points.

Development Principle 8. To provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined strategic development areas within the urban development boundary and to manage residential densification within and outside the urban development boundary by way of the Midvaal Density Policy.

3.6 Strategic Alignment of Key Performance Areas (KPAs) and Key Focus Areas (KFAs)

The MLM's IDP is focussing on eight (8) Key Performance Areas (KPAs) and Strategic Objectives which are interrelated. The Key Focus Areas (KFAs) and Predetermined Objectives as well as the activities, programmes and projects are supportive of each other, to ensure greater impact in delivery.

The table below indicates the alignment between the National, Provincial and District KPA's with the eight (8) Midvaal Key Performance Areas (KPAs) as supported by the Key Focus Areas (KFAs), referred to below:

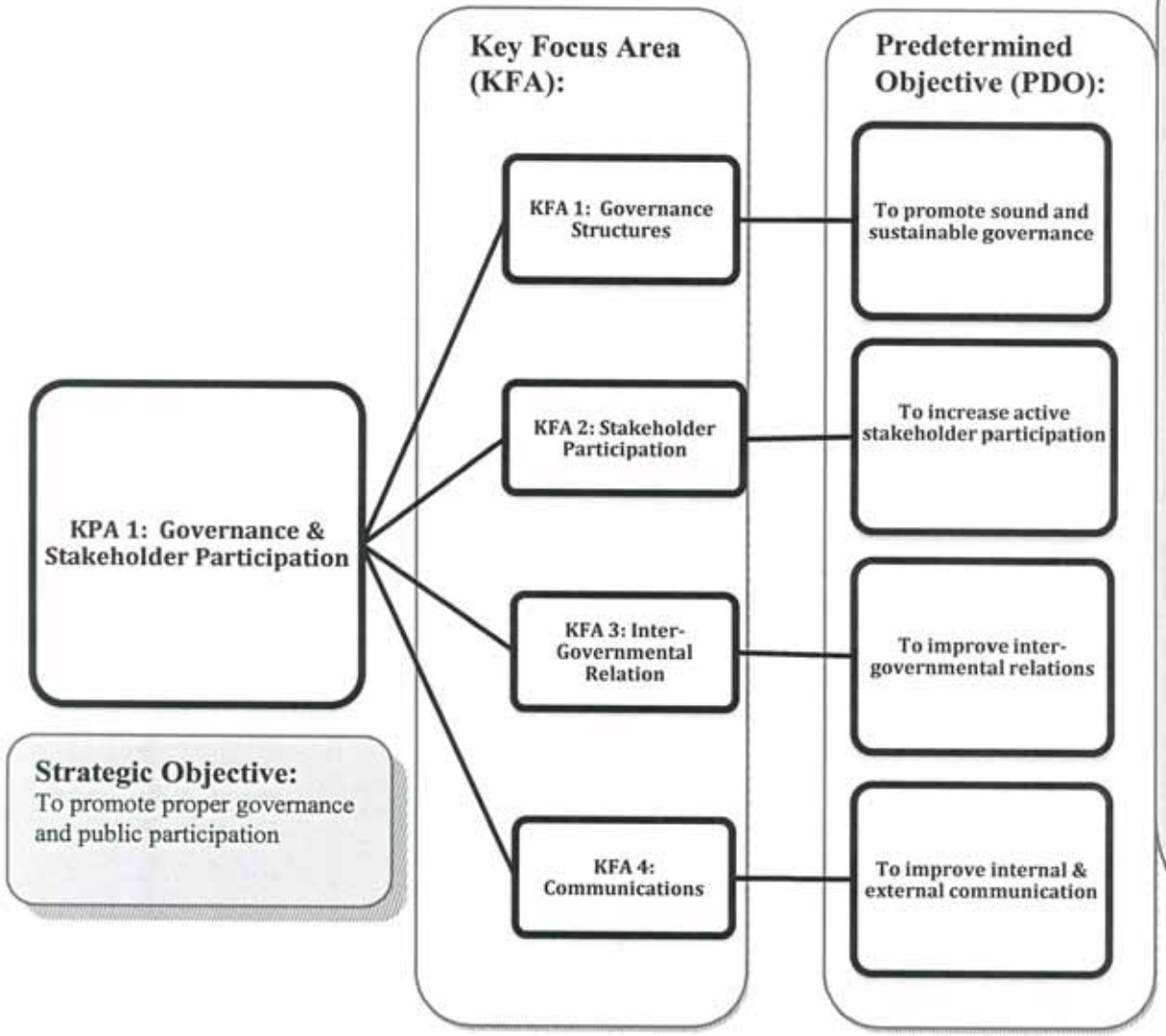
NATIONAL KPA	PROVINCIAL KPA	SEDIBENG KPA	MIDVAAL LOCAL MUNICIPALITY		
			KPAs	STRATEGIC OBJECTIVE	DRIVER
NKPA 5: **Good Governance & Public Participation**	**PSO 7:** **Strengthening the developmental state and good governance**	**KPA 6 (G1):** **Vibrant Democracy**	**KPA 1:** **Governance and Stakeholder Participation**	To promote proper governance and public participation.	CS
NKPA 2: **Basic Service Delivery** All people in SA are and feel safe	**PSO 5:** **Intensifying the fight against crime and corruption**	**KPA 6 (G1):** **Vibrant Democracy**	**KPA 2:** **Safety and Environment**	To contribute to the safety of communities in Midvaal through the pro-active identification, prevention, mitigation and management of environmental health, fire and disaster risks.	P / SS
NKPA 3: **Local Economic Development** Sustainable Human Settlements and Improved quality of HH Life	**PSO 6:** **Building cohesive and sustainable communities** **PSO 3: Better health care for all**	**KPA 2 (R2):** **Renewing our communities**	**KPA 3:** **Social and Community Development**	To assist and facilitate with the development and empowerment of the poor and the most vulnerable. These include the elderly, youth and disabled.	SS / DP / ES
NKPA 1: **Municipal Transformation&Organisational Development** A responsive, accountable, effective and efficient local government	**PSO 2:** **Promoting quality education and skills development**	**KPA 5 (R5):** **Releasing Human Potential**	**KPA 4:** **Institutional Transformation**	To provide an effective and efficient workforce by aligning our institutional arrangements to our over-all strategy in order to deliver quality services.	HR / CS

NKPA 4: **Municipal Financial Viability & Management** A responsive, accountable, effective and efficient local government	**PS0 7:** **Strengthening the developmental state and good governance**	**KPA 6 (G1):** **Good and financial sustainable governance**	**KPA 5:** **Financial Sustainability**	To ensure the financial sustainability of the municipality in order and to adhere to statutory requirements.	Fin
NKPA 2: **Basic Service Delivery** Sustainable humansettlements and improved quality of HH life	**PSO 1:** **Creating decent world and building a growing, inclusive economy**	**KPA 2 (R2):** **Renewing our communities**	**KPA 6:** **Physical Infrastructure and Energy Efficiency**	To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal.	ES / SS / CS
NKPA 2: **Basic Service Delivery** Sustainable human settlements and improved quality of HH life	**PSO 4:** **Stimulating rural development and food security**	**KPA 3 (R3):** **Reviving a sustainable environment**	**KPA 7:** **Services and Customer Care**	To improve our public relations thereby pledging that our customers are serviced with dignity and care.	ES / SS / CS
NKPA 3: **Local Economic Development** Sustainable human settlements and improved quality of HH life	**PSO 1:** **Creating decent word and building a growing, inclusive economy**	**KPA 1 (R1) & KPA 4 (R4):** **Reinventing the economy and region**	**KPA 8:** **Economic Growth and Development**	To facilitate sustainable economic empowerment for all communities within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development.	DP / SS / ES / HR

NATIONAL KPA	PROVINCIAL KPA	SEDIBENG KPA	MIDVAAL LOCAL MUNICIPALITY			
			KPAs	KFAs		DRIVER
NKPA 5: **Good Governance & Public Participation**	**PSO 7:** **Strengthening the developmental state and good governance**	**KPA 6 (G1):** **Vibrant Democracy**	**KPA 1:** **Governance and Stakeholder Participation**	KFA 1: KFA 2: KFA 3: KFA 4:	Governance Structures Stakeholder Participation Inter-Governmental Relations (IGR) Communications (Internal and External)	CS CS CS CS
NKPA 2: **Basic Service Delivery** All people in SA are and feel safe	**PSO 5:** **Intensifying the fight against crime and corruption**	**KPA 6 (G1):** **Vibrant Democracy**	**KPA 2:** **Safety and Environment**	KFA 5: KFA 6: KFA 7: KFA 8: KFA 9:	Safety & Security Environmental Management Disaster Management Emergency Services Law Enforcement	P SS P P P
NKPA 3: **Local Economic Development** Sustainable Human Settlements and Improved quality of HH Life	**PSO 6:** **Building cohesive and sustainable communities** **PSO 3: Better health care for all**	**KPA 2 (R2):** **Renewing our communities**	**KPA 3:** **Social and Community Development**	KFA 10: KFA 11: KFA 12: KFA 13: KFA 14:	Sustainable Human Settlements (Housing) Sport and Recreation Programmes and Facilities, including Parks & Open Space Clinics Cemeteries Libraries, Arts Culture and Special Programmes (gender, elderly, youth and people living withdisabilities incl. ECD)	SS/DP/ES SS SS SS SS
NKPA 1: **Municipal Transformation&Organisational Development** A responsive, accountable, effective and efficient local government	**PSO 2:** **Promoting quality education and skills development**	**KPA 5 (R5):** **Releasing Human Potential**	**KPA 4:** **Institutional Transformation**	KFA 15: KFA 16: KFA 17: KFA 18:	Human Capital & Skills Development Performance Management Systems and Technology Policies, Processes and Procedures	HR CS CS CS

NKPA 4: **Municipal Financial Viability & Management** A responsive, accountable, effective and efficient local government	**PS0 7:** **Strengthening the developmental state and good governance**	**KPA 6 (G1):** **Good and financial sustainable governance**	**KPA 5:** **Financial Sustainability**	KFA 19: Financial Management KFA 20: Revenue Management KFA 21: Supply Chain Management KFA 22: Asset Management (including Fleet Asset Management)	Fin Fin Fin Fin
NKPA 2: **Basic Service Delivery** Sustainable humansettlements and improved quality of HH life	**PSO 1:** **Creating decent world and building a growing, inclusive economy**	**KPA 2 (R2):** **Renewing our communities**	**KPA 6:** **Physical Infrastructure and Energy Efficiency**	KFA 23: Electricity & Energy Efficiency KFA 24: Roads and Storm-water Infrastructure KFA 25: Water and Sanitation Infrastructure KFA 26: Landfill Sites and Transfer Stations KFA 27: Municipal and Public facilities	ES ES ES SS / CS SS / CS
NKPA 2: **Basic Service Delivery** Sustainable human settlements and improved quality of HH life	**PSO 4:** **Stimulating rural development and food security**	**KPA 3 (R3):** **Reviving a sustainable environment**	**KPA 7:** **Services and Customer Care**	KFA 28: Water and Sanitation KFA 29: Electricity KFA 30: Cleansing and Waste Management KFA 31: Customer Relations	ES ES SS CS
NKPA 3: **Local Economic Development** Sustainable human settlements and improved quality of HH life	**PSO 1:** **Creating decent word and building a growing, inclusive economy**	**KPA 1 (R1) & KPA 4 (R4):** **Reinventing the economy and region**	**KPA 8:** **Economic Growth and Development**	KFA 32: Local Economic Development (LED) & Capacity Building KFA 33: Spatial and Development Planning	DP / SS / ES/ HR DP

KPA 1: Governance and Stakeholder Participation


Key Focus Area (KFA):
Predetermined Objective (PDO):
KPA 1: Governance & Stakeholder Participation
KFA 1: Governance Structures
KFA 2: Stakeholder Participation
KFA 3: Inter-Governmental Relation
KFA 4: Communications
To promote sound and sustainable governance
To increase active stakeholder participation
To improve inter-governmental relations
To improve internal & external communication

Strategic Objective:
To promote proper governance and public participation

Policies:

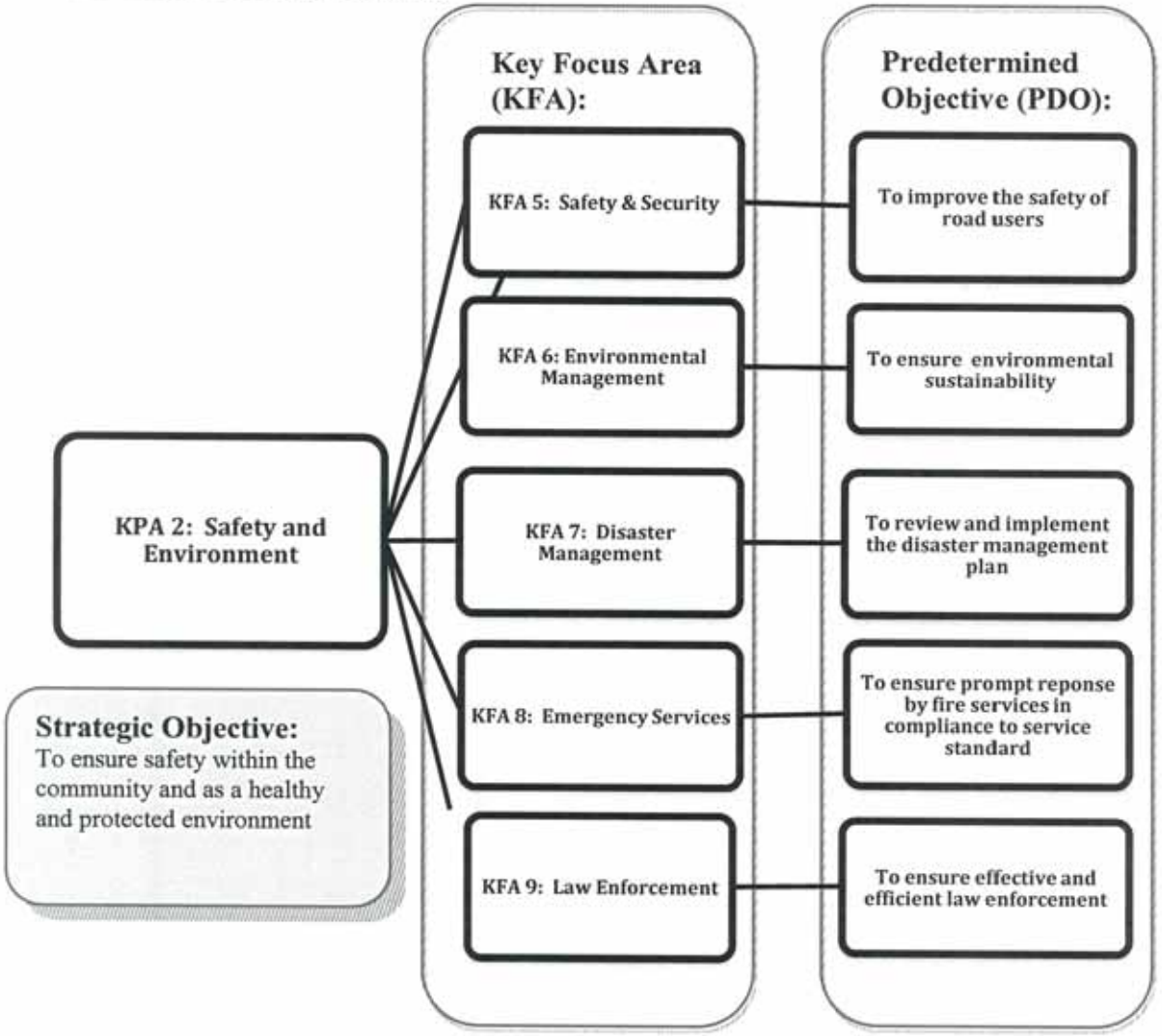
1. Telephone Use (C324/05/2008 – 29 May 2008)
2. Travel Claims for Officials &Councillors (M10/04/2001 – 29 Mrch 2001)
3. Corporate Logo for Midvaal (C659/01/2011 – 27 Jan 2011)
4. Utilization of Council Buildings & Facilities (MC B/3266/07/2009 – 21 Jul 2009)
5. Integrated Communication Policy (C988/10/2013 – 31 Oct 2013)
6. Records Management Policy Manual (MC B/4223/01/2014 – 28 Jan 2014)
7. Structures and Protocol Policy Document (C1001/10/2013 – 31 Oct 2013)
8. IT-Email Policy (C206/11/2006 – 30 Nov 2006)
9. Receiving/Soliciting Sponsorships (C963/08/2013 – 29 Aug 2013)
10. Format and Protocol – Correspondance (MC1819/05/2008 – 20 May 2008)
11. Operational Manual for Ward Committees(C480/08/2009 – 27 Aug 2009)
12. I.T. Policy (C654/10/2011 – 27Nov 2011)
13. Fraud Prevention Plan (C944/08/2013 – 29 Aug 2013)
14. Year–End Function Policy (C490/08/2009 – 27 Aug 2009)
15. Audit Charter (C823/08/2012 – 30 Aug 2012)
16. Establishment of Risk Management Committee (C798/05/2012 – 24 May 2012)
17. Establishment of the Ethics Committee (C723/08/2011 – 25 Aug 2011)
18. Standing Disposal Authority (C656/01/2011 – 27 Jan 2011)
19. Corporate Identity Manual (C962/08/2013 – 29 Aug 2013)
20. Establishment of the MLM MPAC (C743/10/2011 – 27 Oct 2011)
21. Delegations of Authority (C916/05/2013 – 28 May 2013)
22. Proceedings Regarding Recording of Meetings (C793/05/2012 – 24 May 2012)
23. Geographical Place Naming Policy (C845/10/2012 – 25 Oct 2012)
24. Petition Policy (C855/11/2012 – 29 Nov 2012)
25. Establishment of a Petitions Committee in terms of Section 79 of the Local Government: Muncipal Structures Act, Act 117 of 1998/New Midvaal Petitions Policy (C855/11/2012 – 29 Nov 2012)
26. Conferment of Aldermanship (SMC38/03/2006 – 30 Apr 2006)
27. Employee Laptop Policy (MC2177/04/2009 – 21 Apr 2009)
28. IT Strategy Plan, Disaster Recovery, Business Continuity, IT Security Policy, Risk Management (C654/01/2011 – 27 Jan 2011)
29. Inter-Governmental Relations (IGR) (C987/10/2013 – 31 Oct 2013)
30. Updating of Muncipal Code (C795/05/2012 – 24 May 2012)
31. Performance & Audit Committee Charter 2009/2010 (C585/05/2010 – 27 May 2010)
32. Municipal Demarcation Board (C667/01/2011 – 27 Jan 2011)
33. Monitoring & Evaluation Framework (C245/05/2007 – 29 May 2007)
34. Reconstitution of the Local Geographical Naming Committee (C725/08/2011 – 25 Aug 2011)
35. Establishment of Public Place Name Committee (C793/05/2012 – 24 May 2012)
36. Approval & Implementation of the Performance Management Policy , 2013 (C1042/01/2014 – 30 Jan 2014)

By-laws:

1. Town Hall and Activity Rooms
2. Standing Orders ((C619/09/2010 – 22 Sept 2010)

KPA 1: STAKEHOLDER & PUBLIC PARTICIPATION													
Strategic Objective: To promote proper governance and public participation													
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)	
												2015/2016	2016/2017	2017/2018
KPI12	Corp	**KFA 1: Governance Structures**	To promote sound and sustainable governance	Number of Council meetings arranged in terms of the approved annual planner	A	O	ALL	4 meetings per annum	4 meetings per annum	Opex	4 meetings per annum	4 meetings per annum	4 meetings per annum	4 meetings per annum
KPI28	Corp	**KFA 2: Stakeholder Participation**	To increase active stakeholder participation	Number of ward committee meetings arranged in terms of the approved annual planner	A	I	ALL	4 x 14 meetings per annum	4 x 14 meetings per annum	Opex	4 x 14 meetings per annum	4 x 14 meetings per annum	4 x 14 meetings per annum	4 x 14 meetings per annum
KPI20	Corp	**KFA 3: Inter-Governmental Relations (IGR)**	To improve Inter-Governmental Relations (IGR)	Review of IGR Policy annually	A	O	ALL	1 report per annum	1 report per annum	Opex	1 report per annum	1 report per annum	1 report per annum	1 report per annum
KPI27	Corp	**KFA 4: Communications (Internal & External)**	To improve internal and external communications	Number of issues of external newsletters distributed	A	O	ALL	3 x issues per annum	3 x issues per annum	Opex	3 x issues per annum	3 x issues per annum	3 x issues per annum	3 x issues per annum

KPA 2: Safety and Environment


KPA 2: Safety and Environment
Key Focus Area (KFA):
Predetermined Objective (PDO):
KFA 5: Safety & Security
To improve the safety of road users
KFA 6: Environmental Management
To ensure environmental sustainability
KFA 7: Disaster Management
To review and implement the disaster management plan
KFA 8: Emergency Services
To ensure prompt reponse by fire services in compliance to service standard
KFA 9: Law Enforcement
To ensure effective and efficient law enforcement

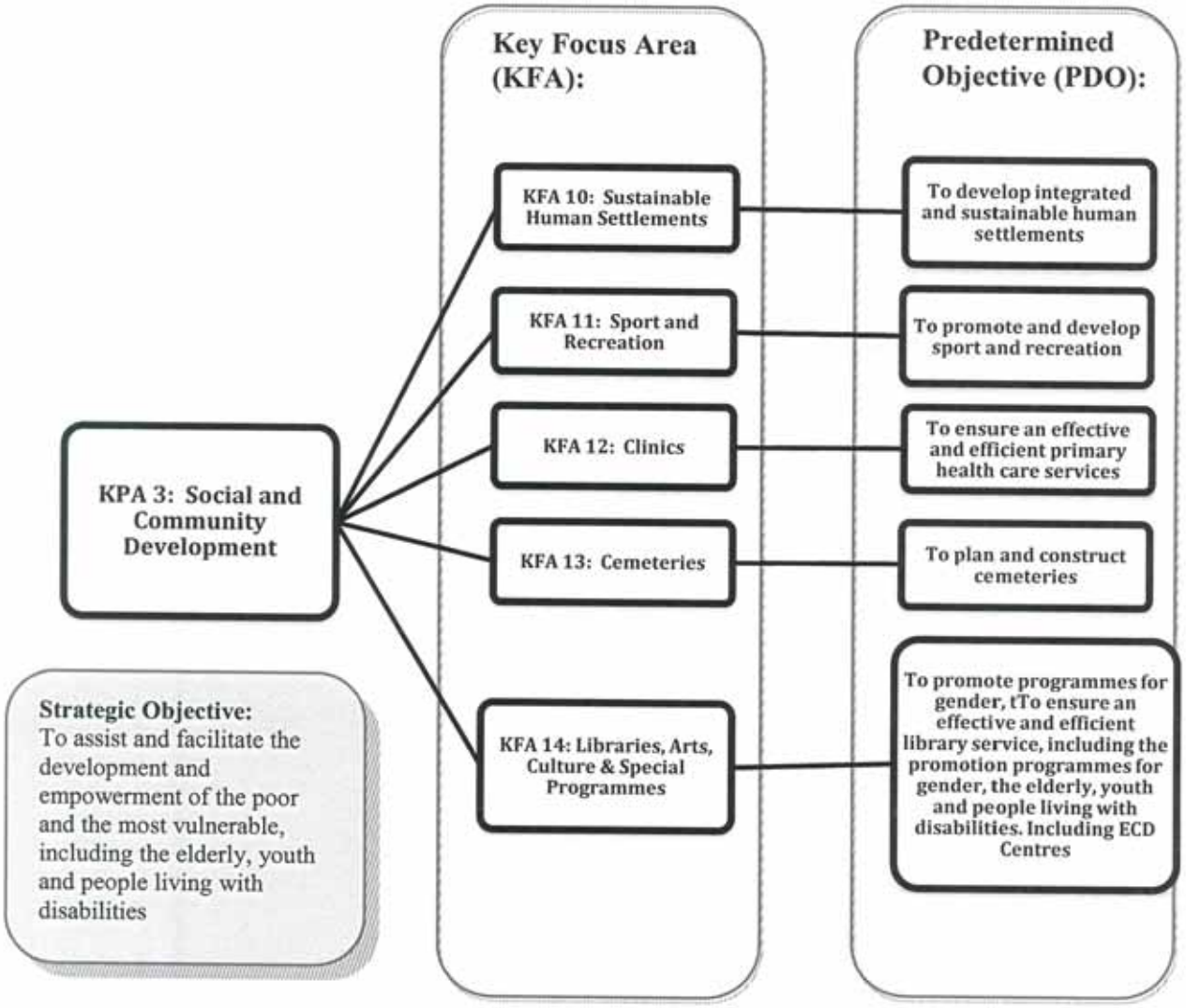
Strategic Objective:
To ensure safety within the community and as a healthy and protected environment

Policies:
1. Traffic Warden Reservists Policy (C504/09/2009 - 16 Sept 2009)
2. Poster Deposits (MC A/2290/09/2009 – 15 Sept 2009)
3. Advancement Policy (Fire Station) (C888/03/2013 – 19 March 2013)

By-laws:
1. Fire – Safety
2. Street Trading

KPA 2: SAFETY & ENVIRONMENT													
Strategic Objective: To ensure safety within the community and as a healthy and protected environment													
IDP Ref	**DEPT**	**KEY FOCUS AREA**	**PREDETERMINED OBJECTIVE**	**KEY PERFORMANCE INDICATOR**	**CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)**	**TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)**	**WARD**	**5 YEAR TARGET**	**BASELINE**	**Budget & Vote**	**ANNUAL TARGET 2014/2015**	**OUTER YEARS (ANNUAL TARGET)**	
												2015/2016	**2016/2017**	**2017/2018**
KPI64	Prot	**KFA 5: Safety & Security**	To improve the safety of road users	Number of road-blocks executed	A	O	ALL	48 x Road-blocks per annum	24 x Road-blocks per annum	Opex	48 x Road-block per annum	48 x per annum	48 x per annum	48 x per annum
KPI04	Comm	**KFA 6: Environ-mental Manage-ment**	To ensure a sustainable environment	Number of inspec-tions conducted for environmental con-traventions	A	O	ALL	Complete implemen tation of action plan	Plan approved	Opex	Number of activities implement-ted or executed in line with plan	Continuous implement-tation of action plan on high risk Environ-mental contrive-netions	Continuous implement-tation of action plan on high risk Environ-mental contrive-netions	Continuous implement-tation of action plan on high risk Environ-mental contrive-netions
KPI58	Prot	**KFA 7: Disaster Manage-ment**	To review and implement the disaster mana-gement plan	Annual review and updating of disaster management plan	A	O	ALL	1 x updated plan per annum	1 x updated plan per annum	Opex	1 x updated plan per annum	1 x updated plan per annum	1 x updated plan per annum	1 x updated plan per annum
KPI60	Prot	**KFA 8: Emergency Services**	To ensure prompt reponse by Fire Services comply to service standard	Percentage compliance of fire service vehicles dispatched within 3 minutes of receiving call	A	OC	All	90 % com-pliance with dispatch time	90 % compliance with dis-patch time	Opex	90 % compliance with dispatch time	90 % compliance with dispatch time	90 % compliance with dispatch time	90 % compliance with dispatch time
KPI62	Prot	**KFA 9: Law Enforce-ment**	To ensure effective and eficient by-law enforcement	Number of by-law enforcement inspec-tions conducted	A	I	All	216 x Inspectio ns per annum	216 x Inspections per annum	Operatio nal	216 x Inspections per annum	216 x Inspections per annum	216 x Inspections per annum	216 x Inspections per annum

KPA 3: Social and Community Development


Key Focus Area (KFA):
Predetermined Objective (PDO):
KPA 3: Social and Community Development
KFA 10: Sustainable Human Settlements
KFA 11: Sport and Recreation
KFA 12: Clinics
KFA 13: Cemeteries
KFA 14: Libraries, Arts, Culture & Special Programmes
To develop integrated and sustainable human settlements
To promote and develop sport and recreation
To ensure an effective and efficient primary health care services
To plan and construct cemeteries
To promote programmes for gender, tTo ensure an effective and efficient library service, including the promotion programmes for gender, the elderly, youth and people living with disabilities. Including ECD Centres

Strategic Objective:
To assist and facilitate the development and empowerment of the poor and the most vulnerable, including the elderly, youth and people living with disabilities

Policies:

1. Pauper & Indigent Burial Policy (C645/11/2010 – 25 Nov 2010)
2. Clearing of Vacant Stands (M342/20/2002 – 19 Sept 2002)
3. Poverty Alleviation Funding (M 33/22/2002 – 29 Oct 2002)
4. Inclusionary Housing Policy (MC137/06/2007 – 26 June 2007)
5. Midvaal Draft Greening Plan (C452/05/2009 - 28 May 2009)
6. Proposed Internet & Public Computer Use (C429/03/2009 – 12 March 2009)
7. Disability Framework for Local Government Launch (C472/07/2009 – 27 Aug 2009)
8. Utilization of Notice Boards at Council Libraries (MC586/05/2005 – 16 Nov 2004)
9. Sport Funding (M460/24/2003 – 30 Jan 2003)
10. EPWP Policy (C990/10/2013 – 31 Oct 2013)

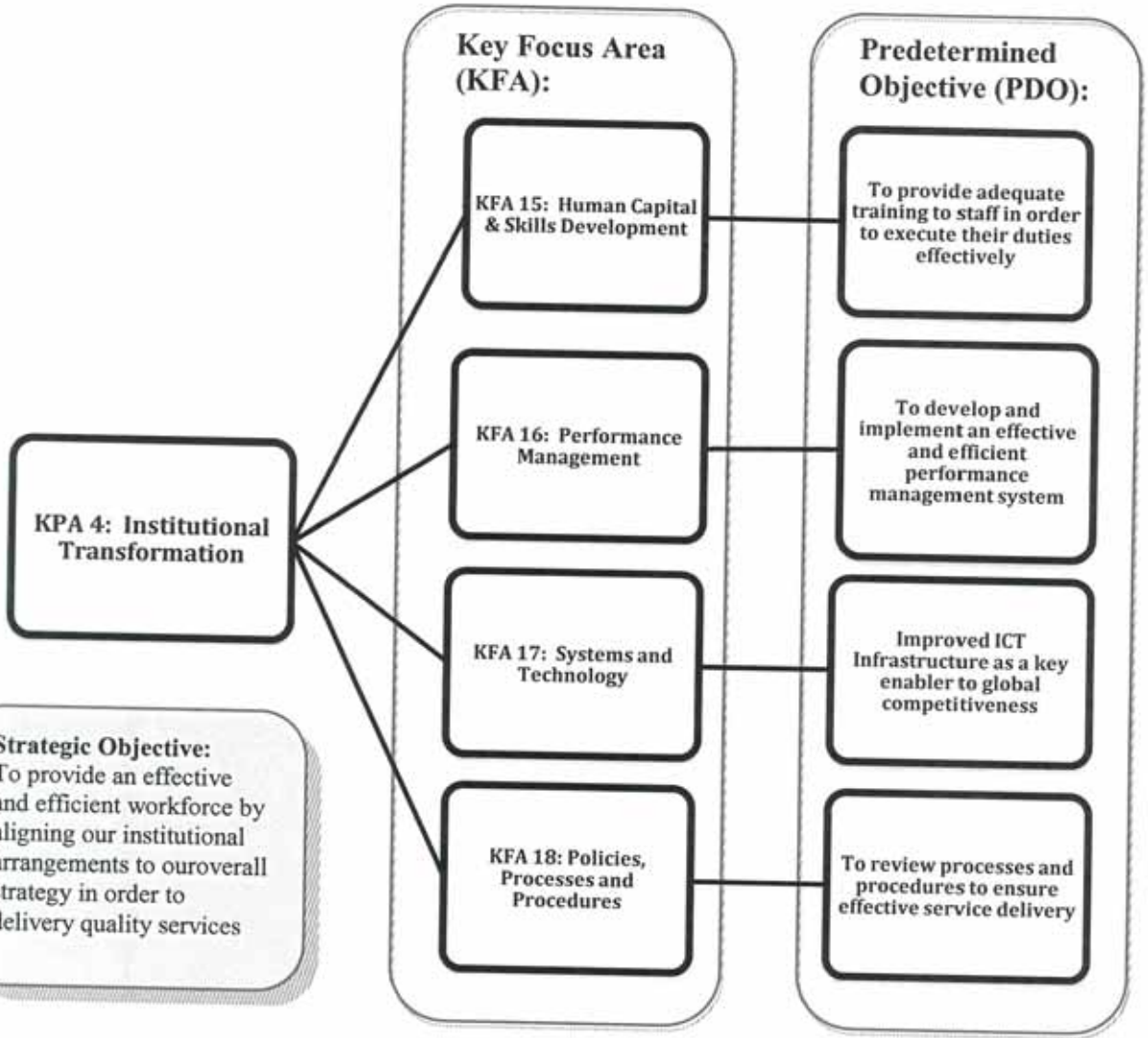
By-laws:

1. Cemeteries and Crematoria
2. Culture and Recreation
3. Public Open Spaces
4. Public Amenities

KPA 3: SOCIAL & COMMUNITY DEVELOPMENT													
Strategic Objective: To assist and facilitate the development and empowerment of the poor and the most vulnerable, including the elderly, youth and people living with disabilities													
IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)		
												2015/2016	2016/2017	2017/2018
KPI40	Comm / DP & H / Eng	**KFA 10: Sustainable Human Settlements (Housing)**	To develop integrated and sustainable human settlements	Number of households with free basic water (6k)	P	O	ALL							
KPI08	Comm	**KFA 11: Sport and Recreation Programmes and Facilities, including Parks & Open Space**	To promote and develop sport and recreation	Construction of Lakeside Sport Centre	CP	O	6	4 Functional Sport Centres	3	CapitalMIG (Vote still to be allocated)	1	Construction of Soccer Field and Netball Court	Construction of Pavillion	To be finalised with PMU Director
KPI03	Comm	**KFA 12: Libraries**	To ensure an effective and efficient library service	Refurbishment of newly constructed Lakeside Library	CP	O	6	6 Fully functional Libraries	5	DAC Capital	100% Expenditure of budget	N/A	N/A	N/A
KPI02	Comm	**KFA 13: Cemeteries**	To plan, construct and maintain new cemeteries	Number of Cemeteries maintained in accordance with the grass cutting program	P	O	All	5 Cemeteries per annum	5	Parks: Operational	5	5	5	5

KPI09	Comm	**KFA 14: Arts Culture & Special Programmes (Gender, Elderly, Youth and People living with disabilities, including ECD)**	To promote programmes for gender, the elderly, youth and people living with disabilities	Number of programs implemented for gender, elderly, youth and disabled groups (GEYODI)	P	O	ALL	4 programmes per annum	4	Community Serivces	4	4	4	4

KPA 4: Institutional Transformation


KPA 4: Institutional Transformation
Key Focus Area (KFA):
Predetermined Objective (PDO):
KFA 15: Human Capital & Skills Development
To provide adequate training to staff in order to execute their duties effectively
KFA 16: Performance Management
To develop and implement an effective and efficient performance management system
KFA 17: Systems and Technology
Improved ICT Infrastructure as a key enabler to global competitiveness
KFA 18: Policies, Processes and Procedures
To review processes and procedures to ensure effective service delivery

Strategic Objective:
To provide an effective and efficient workforce by aligning our institutional arrangements to ouroverall strategy in order to delivery quality services

Policies:

1. Acceptance of Medical Certificates (M438/23/2002 – 28 Nov 2002)
2. Alcohol and Drug Addict Policy Rehablitation (M359/21/2002 – 19 Sept 2002)
3. Conditions of Service (C605/07/2010 – 29 Jul 2010)
4. Employment Equity Plan (C920/05/2013 – 28 May 2013)
5. Housing Loans: Municipal Employees Pension Fund (C486/08/2009 – 27 Aug 2009)
6. Performance Recognition Policy (C489/08/2009 – 27 Aug 2009)
7. Employee Assisstance Program (C493/08/2009 – 27 Aug 2009)
8. Recruitment and Selection Policy (C921/05/2013 – 28 May 2013)
9. Retirement Policy (C749/12/2011 – 01 Dec 2011)
10. Study Assistance Policy (C751/12/2011 – 01 Dec 2011)
11. Local Board of Trustees: National Fund for Municipal Workers (M284/16/2002 – 18 Apr 2002)
12. Induction Programme (C414/01/2009 – 22 Jan 2009)
13. Injuries on Duty Procedure (M327/21/2002 – 19 Sept 2002)
14. Uniform Working Hours (M369/21/2002 – 19 Sept 2002)
15. Basic Conditions of Employment /Adoption of Disciplinary Procedures & Code Collective Agreement (C605/07/2010 – 29 July 2010)
16. Job Evaluations Committee (MC B/3693/03/2011 – 22 Mrch 2011)
17. Overtime Policy (C750/12/2011 – 01 Dec 2011)
18. Medical Aid Restructuring (M 486/26/2003 – 29 May 2003)
19. Establishment Agreement Local Labour Forum: Midvaal (M157/09/2001 – 30 Aug 2001)
20. Long Service Awards (C40/11/2003 – 02 Dec 2003)
21. Night Shift Allowance for Shift Workers (C540/01/2010 – 28 Jan 2010)
22. Minimum Service Level Agreement (MC476/02/2005 – 24 Feb 2005)
23. Succession Planning (C254/07/2007 – 26 Jul 2007)
24. Membership Fees Policy (C363/08/2008 – 28 Aug 2008)
25. Parking Policy (C412/01/2009 – 22 Jan 2009)
26. Time & Attendance (MC A/2870/03/2014 – 20 March 2014)
27. Scarcity Allowance (C628/10/2010 – 19 Oct 2010)
28. Sexual Harassment Policy (C922/05/2013 – 28 May 2013)
29. Affirmative Action (C954/08/2013 – 29 Aug 2013)
30. Promotion Policy (C955/08/2013 – 29 Aug 2013)
31. Employee Transfer Policy (C956/08/2013 – 29 Aug 2013)
32. Contractual to Holder as a principle to be adopted during placement (M199/11/2001 – 23 Oct 2001)
33. Disciplinary & Recruitment Committees (M468/24/2003 – 30 Jan 2003)
34. Vehicle Subsidy to Superintendents of Engineering Services (SMC17/01/2005 – 25 Jan 2005)
35. Travelling Allowance (M553/39/2003 – 04 Mrch 2003)
36. Vehicle Allowance Bearing Posts & Subsidies (M195/11/2001 – 23 Oct 2001)
37. Reimbursement of travel claims in respect of officials not receiving a travel allowance (C467/06/2009 – 25 Jun 2009)
38. Establishment of a Principle Job Evaluation Committee (M289/17/2002 – 23 May 2002)
39. Conference, Training & Workshop Bookings for Councillors& Officials (SMC18/02/2005 – 29 May 2008)
40. Allowance Policy (MC A/2864/03/2014 – 27 Mrch 2014)
41. Leave Policy (MC A/2865/03/2014 – 27 Mrch 2014)
42. Vehicle Policy (MC A/2866/03/2014 – 27 Mrch 2014)
43. Personal Protective Equipment & Clothing (MC A/2867/03/2014 – 27 Mrch 2014)
44. Substance Abuse (MC A/2868/03/2014)
45. Smoking Policy (MC A/2869/03/2014 – 27 Mrch 2014)
46. Post Retirment Medical Aid Subsidies (MC A/2871 – 27 Mrch 2014)
47. Dress Code Policy (C336/05/2008 – 29 May 2008)

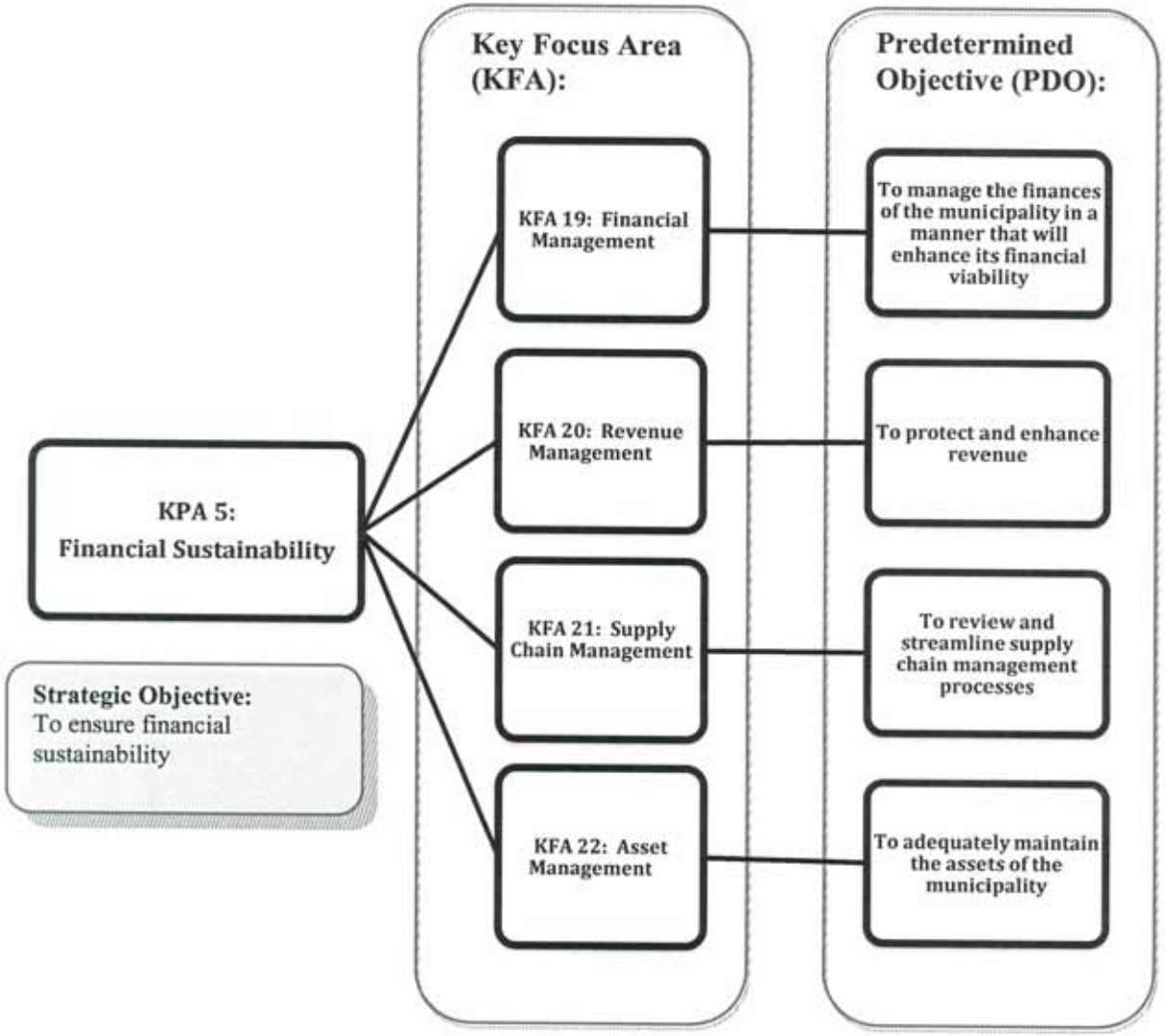
By-laws:

KPA 4: INSTITUTIONAL TRANSFORMATION

Strategic Objective: To provide an effective and efficient workforce by aligning institutional arrangements to overall strategy in order to deliver quality services

IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (ANNUAL TARGET)		
												2015/2016	2016/2017	2017/2018
KPI56	HR	**KFA 15: Human Capital & Skills Development**	To assess, review and address the human capital and skills	(NKPI -6) The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan	P	OC	N/A	100%	60%	Operational	80%	90%	100%	100&
KPI23	Corp	**KFA 16: Performance Management**	To develop and implement an effective and efficient performancemanagement system	Number of quarterly Section 52(d)-performance reports (SDBIP) submitted to Mayoral Committee	A	I	ALL	4 x quarterly reports per annum	4 x quarterly reports per annum	Opex	4 x quarterly reports per annum	4 x quarterly reports per annum	4 x quarterly reports per annum	4 x quarterly reports per annum
KPI17	Corp	**KFA 17: Systems & Technology**	Improved ICT Infrastructure as a key enabler to global competitiveness	Percentage of approved annual budget spent	P	OC	ALL	95 % expenditure per annum	95 % expenditure per annum	Capex	95% expenditure	95% expenditure	95% expenditure	95% expenditure
KPI14	Corp	**KFA 18: Policies, Processes & Procedures**	To review processes and procedures to ensure effective service delivery	Review policies and procedures	A	I	ALL	16 x policies reviewed	6 x policies per annum reviewed	Opex	6 x policies per annum reviewed	4 x policies per annum reviewed	Not applicable	Not applicable

KPA 5: Financial Sustainability


KPA 5:
Financial Sustainability
Strategic Objective:
To ensure financial sustainability
Key Focus Area (KFA):
KFA 19: Financial Management
KFA 20: Revenue Management
KFA 21: Supply Chain Management
KFA 22: Asset Management
Predetermined Objective (PDO):
To manage the finances of the municipality in a manner that will enhance its financial viability
To protect and enhance revenue
To review and streamline supply chain management processes
To adequately maintain the assets of the municipality

Policies:

1. Banking & Investment Policy (M97/06/2001 – 31 May 2001) (M343/20/2002 – 22 Aug 2002)
2. Asset Management Policy (C7/9/2011 – 25 Aug 2011)
3. Water & Electricity Credit Control Policy (Vaal Marina) (C48/11/2003 - 2 Dec 2003)
4. Free Basic Electricity Policy (C53/11/2003 - 27 Nov 2003)
5. Credit Control Policy (M11/04/2001 – 29 Mrch 2001)
6. Bank & Investment Policy (M97/06/2001 – 31 May 2001)
7. Indigent Support (MC A/2495/09/2011 – 27 Sept 2011)
8. Supply Chain Management & Setting up of Supply Chain Management Unit (C620/09/2010 – 22 Sept 2010)
9. Functionality Evaluation Commdity/Sector Based Procurement Policy (C1014/11/2013 – 28 Nov 2013)
10. Rates Policy in terms of Local Government: Municipal Property Rates Act, Act 6 of 2004. (C929/05/2013 – 28 May 2013)
11. Extended Insurance (3rd parties (MC B/3859/12/2011 – 26 Jan 2012)
12. Delegated Powers: Authority to write off irrecoverable debt (C842/08/2012 – 30 Aug 2012)
13. Tariff Policy & By -Laws (C929/05/2013 – 28 May 2013)
14. Rates Policy & By-Laws (C292/05/2013 – 28 May 2013)
15. Credit Control & Debt Collection Policy (C929/05/2013 – 28 May 2013)
16. Revenue Management Policy & By-Laws (C929/05/2013 – 28 May 2013)
17. Investment Policy (C929/05/2013 – 28 May 2013)
18. Borrowing Policy (C929/05/2013 – 28 May 2013)
19. Budget Policy (including Funding & Reserves Policy (C929/05/2013 – 28 May 2013)
20. Municipal Supply Chain Management Policy & Procedures

By-laws:

1. Rates By-Law
2. Tarrifs By-Law
3. Credit Control and Debt Collectors By-law
4. Revenue By-law (To be revoked on 01/07/2014)

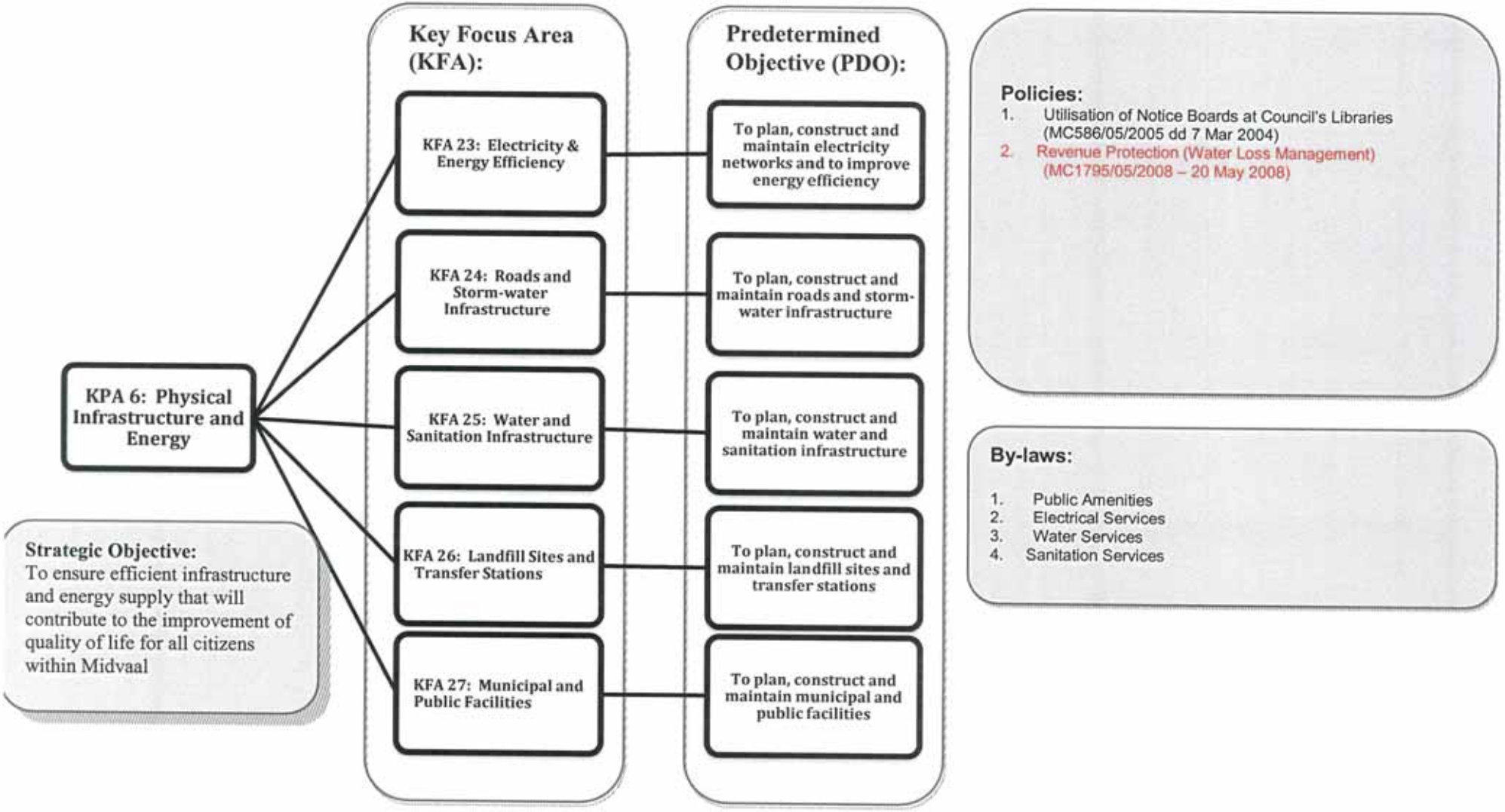
KPA 5: FINANCIAL SUSTAINABILITY

Strategic Objective: To ensure the financial sustainability of the municipality in order to adhere to statutory requirements

IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual Target)		
												2015/2016	2016/2017	2017/2018
KPI46	Fin	KFA 19: Financial Management	To manage the finances of the municipality in a manner that will enhance its financial viability	(NKPI -3)The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	A	OC	ALL	95 %	86 %	Various Capital Budget Vote Numbers	95 %	95 %	95 %	95 %
KPI48				(NKPI- 7a) Debt coverage	A	OC	ALL	15 Times	22 Times	No direct expense	15 Times	15 Times	15 Times	15 Times
KPI53				(NKPI- 7b) Outstanding Service debtors to revenue	A	OC	ALL	19 %	25 %	No direct expense	19 %	19 %	19 %	19 %
KPI44				(NKPI- 7c) Cost coverage	A	OC	ALL	1 Month	0.9 of a month	No direct expense	1 Month	1 Month	1 Month	1 Month
KPI49				Liquidity Ratio	A	OC	ALL	1:1	1.54:1	No direct expense	1:1	1:1	1:1	1:1
KPI45				Annual budget compilation and approval	A	OC	ALL	Approved Budget	Approved Budget	No direct expense	Approved Budget	Approved Budget	Approved Budget	Approved Budget
KPI52				Auditor-General opinion	A	OC	ALL	Clean Audit	Unqualified audit opinion(2012 FY report)	Contracts General	Clean Audit	Clean Audit	Clean Audit	Clean Audit
KPI68		KFA 20: Revenue Management	To protect and enhance revenue	Annual collection rate	A	OC	ALL	98 %	96 %	Contracts: Debt Collection	96 %	96 %	97 %	98 %

KPI51		**KFA 21: Supply Chain Management**	To review and streamline SCM processes	Percentage compliance with SCM turn-around time standards	A	OC	ALL	95% compliance with the service standards	New Indicator	95% compliance with service standards	95% compliance with service standards	95% compliance with service standards	95% compliance with service standards	95% compliance with service standards
KPI47		**KFA22: Asset Management (including Fleet Asset Management)**	To adequately maintain the assessts of the municipality	Percentage of operational budget allocated to repairs and maintenance	A	OC	ALL	6 %	4.39 %	R and M Category in the Opex Budget	5.50 %	5.50 %	5.75 %	6 %
KPI69	Corp	**KFA22: Asset Management (Including Fleet Asset Management)**	To ensure sound asset management	Percentage of approved annual capital budget spent to procure identified equipment/ vehicles	A	I	ALL	95% Expenditure per annum	95% expenditure per annum	Capex	95% expenditure	95% expenditure per annum	95% expenditure per annum	95% expenditure per annum

KPA 6: Physical Infrastructure and Energy


KPA 6: Physical Infrastructure and Energy
Strategic Objective:
To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal
Key Focus Area (KFA):
KFA 23: Electricity & Energy Efficiency
KFA 24: Roads and Storm-water Infrastructure
KFA 25: Water and Sanitation Infrastructure
KFA 26: Landfill Sites and Transfer Stations
KFA 27: Municipal and Public Facilities
Predetermined Objective (PDO):
To plan, construct and maintain electricity networks and to improve energy efficiency
To plan, construct and maintain roads and storm-water infrastructure
To plan, construct and maintain water and sanitation infrastructure
To plan, construct and maintain landfill sites and transfer stations
To plan, construct and maintain municipal and public facilities
Policies:
1. Utilisation of Notice Boards at Council's Libraries (MC586/05/2005 dd 7 Mar 2004)
2. Revenue Protection (Water Loss Management) (MC1795/05/2008 – 20 May 2008)
By-laws:
1. Public Amenities
2. Electrical Services
3. Water Services
4. Sanitation Services

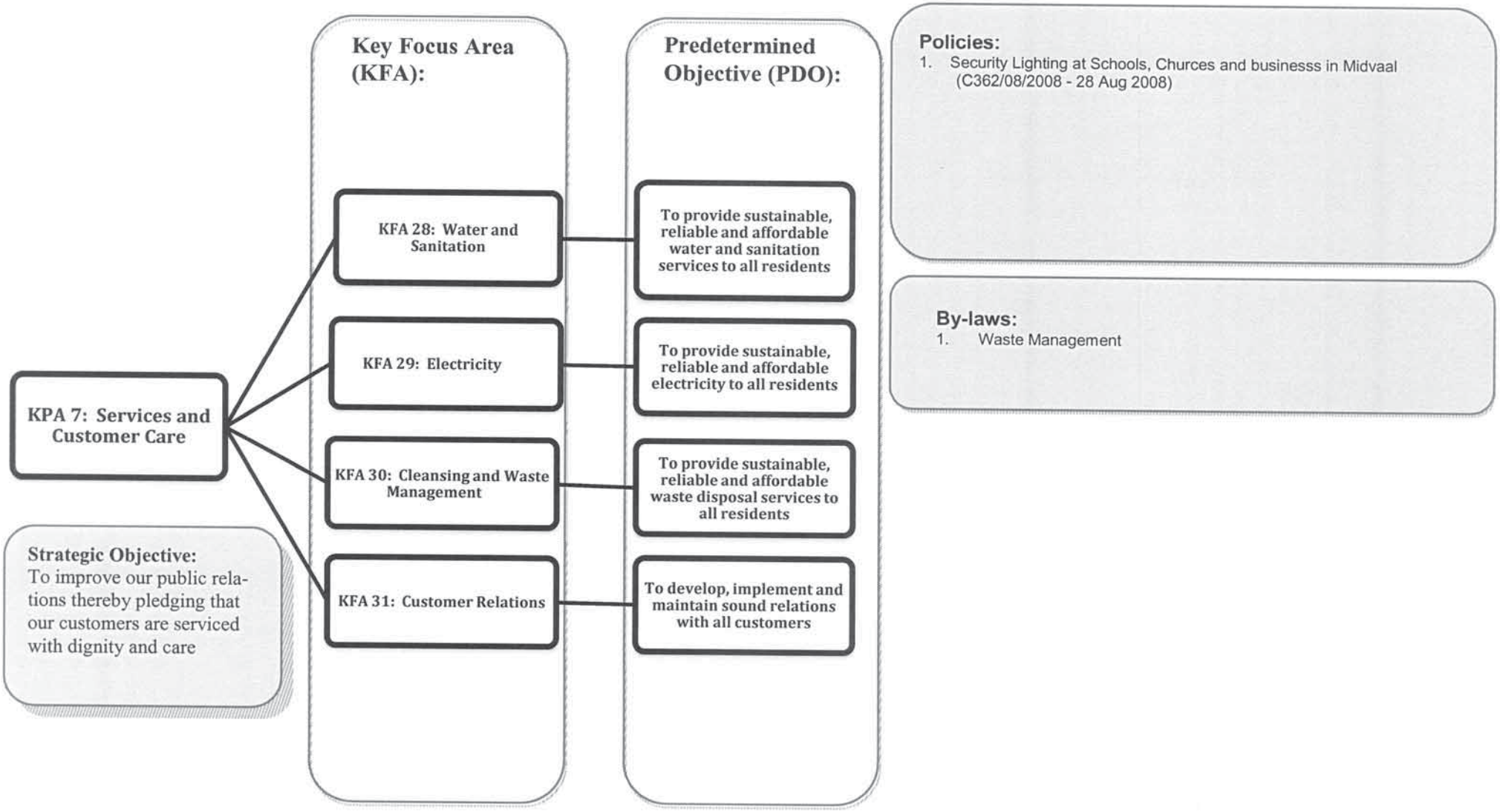
KPA 6: PHYSICAL INFRASTRUCTURE & ENERGY EFFICIENCY

Strategic Objective: To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal

IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual Target)		
												2015/2016	2016/2017	2017/2018
KPI70	Eng	**KFA 23:Electri-city & Energy Effi-ciency**	To provide sustainable, reliable and affordable electricity to all residents by minimising the losses	Minimise percentage of electricity loss	P	OC	ALL	10%	12%	N/A	11.5%	11%	10.50%	10%
KPI39	Eng	**KFA 24: Roads & Storm-water Infra-structure**	To plan, contruct and maintain roads and storm-water infrastructure	Square meters of tarred roads resealed	CP	O	ALL	350 000m²	75 000m²	Opex	70 000m²	70 000m²	70 000m²	70 000m²
	Eng	**KFA 25: Water & Sanitation Infra-structure**	To plan, construct and maintain water and sanitation	Number of informal households (4 400) with access to water (standpipes and/or tanks)	P	I	ALL	100%	100%	Opex	100%	100%	100%	100%
KPI11	Comm	**KFA 26: Landfill Sites & Transfer Stations**	To plan, construct and maintain landfill sites and transfer stations	Number of landfill sites with approved permits	A	O	ALL	1	1	Opex	1 Landfill Site with approved permit	-	-	-
KPI07	Comm	**KFA 27: Municipal & Public Facilities (Incude in new KFA 11 – Sports & Recreation Programmes & Facilities, including Parks & Open Spaces**	To maintain (grass and tree cutting, flowerbeds) municipal buildings, public and sport facilities under the supervision of Community Services	Number of public facilities relating to Community Services maintained in accordance wit the maintenance plan	P	OC	ALL	100% Facilities maintained per annum	19 Facilities	Parks: Operational	100% maintenance of 19 facilities	100% maintenance of 19 facilities	100% maintenance of 19 facilities	100% maintenance of 19 facilities

KPI16	Corp	**KFA 27: Municipal & Public Facilities (Incude in new KFA 11 – Sports & Recreation Programmes & Facilities, including Parks & Open Spaces**	To maintain municipal buildings under the supervision of Corporate Services	Percentage implementation of building maintenance plan	P	OC	ALL	95 % expenditure per annum	95 % expenditure per annum	Opex	95 % expenditure per annum	95 % expenditure per annum	95 % expenditure per annum	95 % expenditure per annum

KPA 7: Services and Customer Care

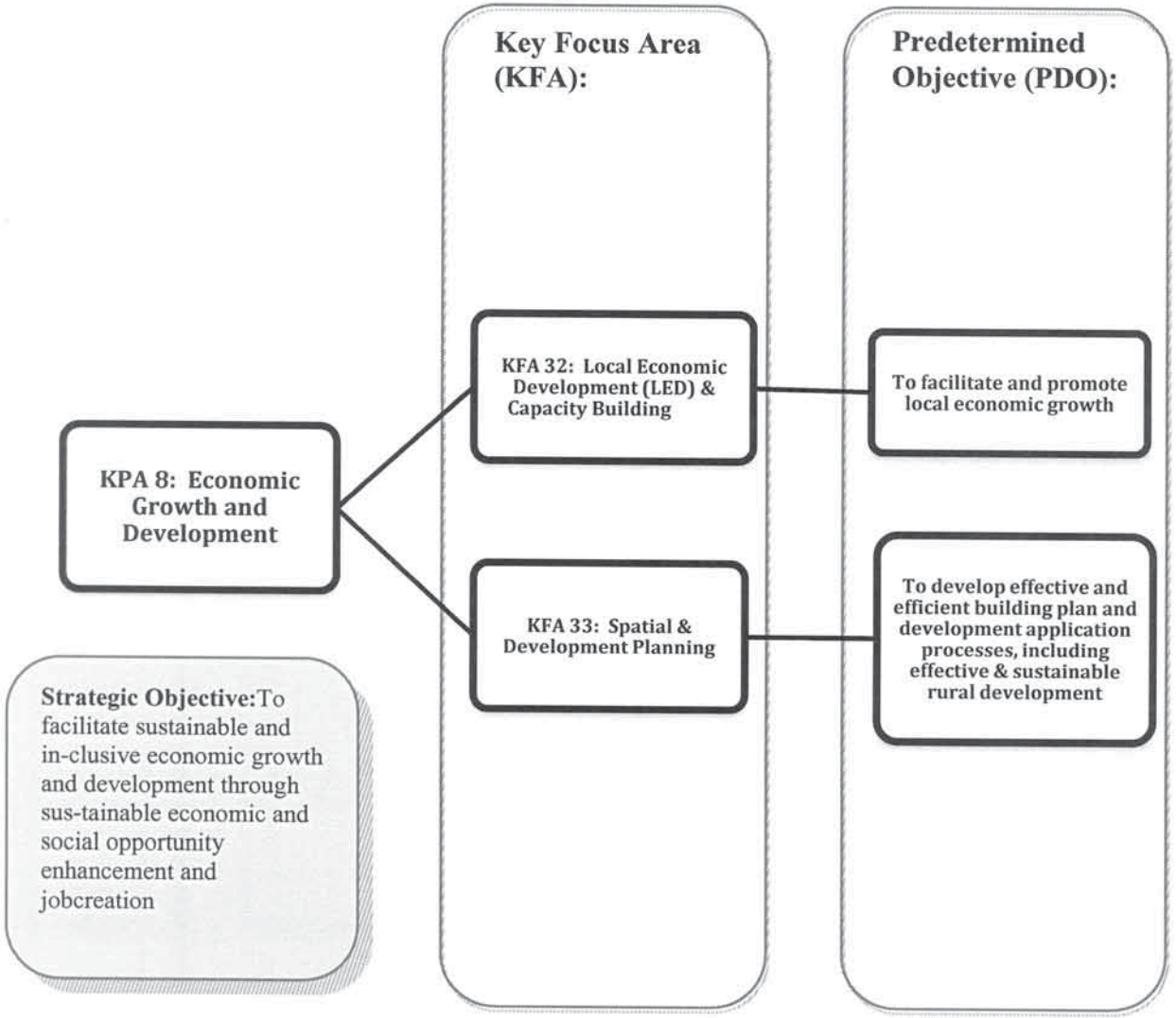

KPA 7: Services and Customer Care
Strategic Objective:
To improve our public relations thereby pledging that our customers are serviced with dignity and care
Key Focus Area (KFA):
KFA 28: Water and Sanitation
KFA 29: Electricity
KFA 30: Cleansing and Waste Management
KFA 31: Customer Relations
Predetermined Objective (PDO):
To provide sustainable, reliable and affordable water and sanitation services to all residents
To provide sustainable, reliable and affordable electricity to all residents
To provide sustainable, reliable and affordable waste disposal services to all residents
To develop, implement and maintain sound relations with all customers
Policies:
1. Security Lighting at Schools, Churces and businesss in Midvaal (C362/08/2008 - 28 Aug 2008)
By-laws:
1. Waste Management

KPA 7: SERVICE & CUSTOMER CARE

Strategic Objective: To improve our public relations thereby pledging that our customers are serviced with dignity and care

IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual target)		
												2015/2016	2016/2017	2017/2018
KPI41	Eng	**KFA 28: Water & Sanitation**	To provide sustainable, reliable and affordable water and sanitation services to all residents	Maintain percentage of water loss	P	OC	ALL	24%	24%	Opex	24%	24%	24%	24%
KPI36	Eng	**KFA 29: Electricity**	To meet the requirement of NERSA on reporting of the electricity service to public	Compilation and submission of Electricity D-Forms to NERSA	A	I	ALL	Annual	Annual	N/A	Electricity D-Forms submitted to NERSA	1 x submission 2014/15 D-Forms	1 x submission 2015/16 D-Forms	1 x submission 2016/17 D-Forms
KPI01	Comm	**KFA 30: Cleansing & Waste Management**	To provide sustainable, reliable and affordable waste disposal services to all residents	Number of house-holds with access to waste removal services	P	O	ALL	19760	15195	Opex	17144	17500	17800	18000
KPI26	Corp	**KFA 31: Customer & Relations**	To develop, implement and maintain sound relations with all customers	Reviewed Services Charter in terms of contact details	A	I	ALL	1 x report per annum	Approved Service Charter	Opex	1 x report per annum	1 x report per annum	1 x report per annum	1 x report per annum

KPA 8: Economic Growth and Development


Key Focus Area (KFA):
Predetermined Objective (PDO):
KPA 8: Economic Growth and Development
KFA 32: Local Economic Development (LED) & Capacity Building
KFA 33: Spatial & Development Planning
To facilitate and promote local economic growth
To develop effective and efficient building plan and development application processes, including effective & sustainable rural development
Strategic Objective:To facilitate sustainable and in-clusive economic growth and development through sus-tainable economic and social opportunity enhancement and jobcreation

Policies:

1. Alienation of Council owned land and Updated Deed of Sale (MC421/11/2004 – 16 Nov 2004)
2. Land Use Policy for Henley-on-Klip and Highbury (C113/02/2005 - 24 Feb 2005)
3. Rural Development Master Plan (MC187/02/2004 - 17 Feb 2004)
4. Land Use Policy in support of Tourism Development (MC1549/09/2007 - 20 Sep 2007)
5. Land Use Policy for the Tedderfield & Bronkhorstfontein areas (MC889/02/2006 - 21 Feb 2006)
6. Tourism Master Plan (MC188/02/2004 - 17 Feb 2004)
7. Development Framework Riversdale & Kliprivier
8. Use and division of land in Midvaal (MC178/02/2004 - 17 Feb 2004)
9. Development Framework Vaaldam& Vaal River (MC576/05/2005 - 1 Jun 2005)
10. Sicelo Informal Settlement (Influx Control) (M04/01/2001 - 1 Feb 2001)
11. Erection of Cellular Telephone Mast (MC1550/09/2007 - 25 Oct 2007)
12. Advertisement & Bill Boards Policy (MC932/05/2006 - 16 May 2006)
13. Draft policy on payment of bulk contributions: Delegation of Authority & Guarantees (C470/06/2009 - 25 Jun 2009)
14. Draft Environmental Management Plan (MC1793/05/2008 - 20 May 2008)
15. Outdoor Advertising Policy (MC2002/10/2008 - 21 Oct 2008)
16. Revision of Urban Edge Policy (C409/01/2009 - 22 Jan 2009)
17. Establishment of an Aesthetics Committee in order to evaluate building and site development plans (C724/08/2011 - 25 Aug 2011)
18. Midvaal Expanded Public Works Programme (EPWP) (C990/10/2013 - 31 Oct 2013)

By-laws:

1. Outdoor Advertising
2. Street Trading

KPA 8: ECONOMIC GROWTH & DEVELOPMENT

Strategic Objective: To facilitate sustainable economic empowerment for all communites within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development

IDP Ref	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	5 YEAR TARGET	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	OUTER YEARS (Annual Target)		
												2015/2016	2016/2017	2017/2018
KPI33	DP & H	**KFA 32: Local Economic Development (LED) & Capacity Building**	To facilitate and promote local economic growth and develop the skills capacity of the local community	Reporting on number of jobs created through the municipality's local economic development initiatives	A	O	ALL	20 Reports	No new indicator	N/A	4 reports	4 reports	4 reports	4 reports
KPI71			To plan and execute spatial development planning	Approved municipal SDF	A	O	ALL	Annually reviewed SDF	1 SDF	Not Applicable , internally done, own resources	Draft SDF to be submitted to Council Cycle	Revised SDF to be submitted to Council Cycle	Revised SDF to be submitted to Council Cycle	Revised SDF to be submitted to Council Cycle

Chapter 4

Support Plans

Chapter 1:	Introduction
Chapter 2:	Situational Analysis
Chapter 3:	Development Strategies
Chapter 4:	**Support Plans**
Chapter 5:	Service Delivery and Budget Implementation Plan (SDBIP)
Chapter 6:	Performance Management
Annexures	

4.1 Financial Plan
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4.1.2 Financial Framework
4.1.3 Financial Strategies
4.1.4 Financial Policies
4.1.5 Budget Assumptions
4.1.6 Operating Revenue
4.1.7 Operating Expenditure
4.1.8 Capital Expenditure
4.1.9 Capital Expenditure Funding
4.1.10 Conclusion

4.2 Human Resources Support Plan
4.2.1 Introduction
4.2.2 Human Resources Services
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4.2.4. Strategic directions for Human Resources
4.2.5 Values
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Chapter 4

4.1. Financial Plan

4.1.1 Introduction

The purpose of this chapter is to outline a comprehensive multi-year financial plan that will ensure long-term financial sustainability for Midvaal. The financial plan is essential to ensure that the municipality continues to implement its mandate effectively without impairing its capital base and to move towards self-sufficiency in meeting the growing demands of service delivery.

The multi-year financial plan is prepared for a planning period of five years, paying particular attention to infrastructure investment which is an important developmental component of the IDP. Through this plan Midvaal will focus on greater financial health and sustainability making collaboration of capital investment projects with other levels of government and private sector investors much easier. It is of utmost importance that Midvaal stimulates the macro-economic environment to attract the private sector to investment in Midvaal. Through this approach Midvaal will enhance its ability to have access to much needed financial resources to invest in new as well as to maintain its current infrastructure assets.

This plan will also focus on the expansion of Midvaal's revenue sources in relation to its costs to ensure that the municipality stays a financial viable and sustainable going concern. Midvaal must utilise available financial resources in an effective, efficient and economical way to ensure that outputs have the desired outcomes as set out in Chapter 3 of the IDP. The financial strategies detailed in this plan must contribute to the achievement of these objectives.

It is important to note that this multi-year financial plan will cover key focus areas over the next five years and even longer. However, due to the fact that budgets in terms of National Treasury's Municipal Budget and Reporting Regulations only covers a planning period of the next financial year and the two outer financial years thereafter; budget information supplied in this chapter might only cover the next three financial years. It will also cover the current financial year's information as well as the previous three financial years' audited information.

A discussion will now follow on key focus areas consisting of a financial framework, financial strategies, financial policies, budget assumptions, operating revenue, operating expenditure, capital expenditure, capital expenditure funding and a concluding statement.

4.1.2 Financial Framework

It must be noted that not all municipalities are the same and this should be kept in mind when assessing the financial health of and the setting of benchmarks for a municipality. A municipality can be categorised into a developed or a developing municipality. Midvaal can be categorised as a developing or growing municipality because of the many new developments in Midvaal.

Developing municipalities will require significant additional resources and funding to conduct the growth that is expected of them. With the demands for growth come risks that need to be managed. The priority from the financial perspective is the viability and sustainability of the municipality. This financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas which have been identified are detailed below.

4.1.2.1 Revenue adequacy and certainty

It is essential that Midvaal has access to adequate sources of revenue from its own operations and intergovernmental transfers to enable it to carry out its functions. It is furthermore necessary that there is a reasonable degree of certainty with regard to the source, amount and timing of revenue.

The latest DORA has laid out the level of funding from National Government that will be received for the 2014/2015 to 2016/2017 financial years.

It is important to track the respective sources of revenue received by the municipality as they can be quite different and can vary substantially depending upon the phase that the municipality is in. Knowledge of the sources of funds will illustrate the municipality's position more accurately, its ability to secure loans relative to its income and its borrowing capacity.

4.1.2.2 Cash / liquidity position

Cash and cash management is vital for the short- and long-term survival and good management of any organisation. This is also the case with Midvaal. The appropriate benchmarks which can assist in assessing the financial health of the municipality are:

1. The **current ratio**, which expresses the current assets as a proportion to current liabilities. A current ratio in excess of one to one (1:1) is considered to be healthy. Midvaal as at 30 June 2011 stood at a ratio of 0.96:1; as at 30 June 2012 at a ratio of 1.06:1; and, as at 30 June 2013 at a ratio of 1.48:1. These results are seen as undesirable in the medium to short term and must be turned around. The operating budget needs to produce yearly operating surpluses to improve our cash back reserves position and all collectable revenue needs to be collected.

2. **Debtor's turnover ratio**, which have a great impact on the liquidity of the Municipality. The municipality as at 30 June 2011 took on average 75 days to recover its outstanding debts. It increased to 82 days as at 30 June 2012 and then decreased to 73 days as at 30 June 2013. Midvaal will attempt to reduce the debtor's turnover ratio (without provisions for bad debt) to less than 70 days over the medium term and to 60 days in the long-term.

3. The **collection rate** has been maintained at above 95 % Midvaal will endeavour over the short-, medium- and long-term to main it or enhance it further. All debt older than 90 days have been provided for and the writing-off of irrecoverable debt of all indigent households will reduce the **debtor's turnover ratio** significantly over the short-term. The non-collectable portion will be provided for in the operating budget as a debt impairment expense.

4.1.2.3 Sustainability

Midvaal ensures that its budget is balanced and cash-funded (realistically anticipated revenue to be received / collected that covers expenditure). As there are limits on revenue, it is necessary to ensure that services are provided at levels that are affordable; and, that the full costs of service delivery are recovered. However, to ensure that households which are too poor to pay for even a portion of their basic services at least have access to these basic services; there is a need for the subsidisation of these households through an indigent support subsidy.

4.1.2.4 Effective and efficient use of resources

In an environment of limited resources, it is essential that the municipality make maximum use of the resources at its disposal by using them in an effective and efficient manner. Efficiency in operations and investment increases poor people's access to basic services as more services can be rendered with the scare resources. For this reason, the operating budget is compiled without including any fat in the budget – only absolutely necessary allocations are given consideration.

4.1.2.5 Accountability, transparency and good governance

The municipality is accountable to the people who provide the resources, for what they do with these resources. The budgeting process and other financial decisions are thus open to public scrutiny and participation. In addition, the accounting and financial reporting procedures are designed so that it

minimises opportunities for corruption. In addition, accurate financial information is produced within acceptable time-frames.

4.1.2.6 Equity and redistribution

The municipality must treat people fairly and justly when it comes to the provision of services. In the same way the municipality should be treated equitably by national and provincial government when it comes to inter-governmental transfers. The "equitable share" from national government will be used primarily for targeted subsidies to poorer households. In addition, the municipality will continue to cross-subsidise between high- and low-income consumers within a specific service or between services. Unfunded mandates remain a financial burden to Midvaal's customer base due to national and provincial transfers not following the functions that Midvaal perform on behalf of government.

4.1.2.7 Development and investment

In order to deal effectively with backlogs in services, there is a need for the municipality to maximise its investment in municipal infrastructure. Due to our financial constraints the underlying policies encourage the maximum degree of private sector investment.

4.1.2.8 Macro-economic investment

As the municipality plays a significant role in the economy of Gauteng, it is essential that it operates efficiently within the national and provincial macro-economic framework. Midvaal's financial and developmental activities should therefore support national and provincial fiscal policy.

4.1.2.9 Borrowing

The strong capital market in South Africa (commercial banks and other lending institutions like the DBSA, etc.) provides an additional instrument to access financial resources. However, the municipality may not borrow to balance its operating budget and to finance any operating expenditure. Midvaal has a borrowing policy in place that ensures the municipality borrows in a responsible way. In order to have access to this market, the municipality will continue to maintain accurate and appropriate financial accounting and reporting systems. We will have to ensure that we generate enough cash to honour repayment commitments.

The manner in which the municipality manages debt or takes on new debt to finance investment activities will have a significant impact on the solvency and long-term viability of the municipality. Midvaal aims at a maximum borrowing level of external loans that will not exceed 40 % of the total operating revenue over the short- and medium term.

4.1.3 Financial Strategies

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective and that is the financial viability and sustainability of the municipality.

4.1.3.1 Revenue raising strategies

The following are some of the more significant programmes that have been identified:

1. The review and implementation of a customer care, credit control and debt collection policy. This policy and the relevant procedures detail all areas of customer care, credit control and debt collection of amounts billed to customers, including procedures for non-payment, etcetera.

2. The review and maintenance of a uniform tariff policy. This policy will ensure that fair tariffs are charged in a uniform manner throughout the municipal area.

3. The review and maintance of an indigent policy. This policy defines the qualification criteria for an indigent household and the level of free basic services enjoyed by indigent households.

4. The review and maintenance of a property rates policy. This will ensure that a fair rates policy and an updated valuation roll are applied to the entire municipal area and will aim to ensure that all properties are included in the municipality's records. Furthermore the policy will ensure that valuations are systematically carried out on a regular basis for all properties.

5. The writing-off of irrecoverable debt. Prescribed debt will be considered for write off by Council on an annual basis.

6. Maintenance and enhancement of the collection strategy. This strategy aims at implementing innovative cost effective processes to encourage consumers to pay their accounts in full on time each month, including increasing the methods of payment and implementing on-line pre-payment systems. It will include a revenue enhancement project as well as full implementation of credit control actions in terms of Council's policies are enforced vigorously to improve collection levels.

4.1.3.2 Asset management strategies and programmes

The following are some of the more significant programmes that have been identified:

1. The ongoingmaintenace of an integrated asset management system. This programme involves the ongoing updating of a suitable integrated asset management system. It also includes the capturing of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of the GRAP Accounting Standards requirements.

2. The review and update of asset and risk insurance procedures and the renewal of the insurance portfolio. This programme will involve the identification of risks in conjunction with insurers and all heads of departments. It will also include the review of the existing insurance portfolio (inclusive of self-insurance where appropriate) and the renewal of the insurance policy as per renewal terms.

4.1.3.3 Financial management strategies and programmes

The following are some of the more significant programmes that have been identified:

1. The on-going review of the computerised financial accounting system.

2. The annual review of the entire organogram of Finance Department. Ensuring adequate capacity exist to optimise service delivery.

3. Integration of all computerised systems and acquisition of hardware and software required. The integration of computerised systems and acquisition of the required hardware and software within the municipality to ensure that information is accurate, relevant and prompt, which in turn will facilitate the smooth running and effective management of the municipality.

4. Development of a GRAP compliant Medium Term Revenue and Expenditure Framework compliant with National Treasury's Municipal Budget and Reporting Regulations.

5. Implementation of integrated development planning and budgeting using community consultation processes.

6. Reviewing and updating of asset, budget and accounting policies and procedures.

7. Training and development of financial and other staff. The aim of this project will be to constantly ensure that the financial and other staff members receive the training they require to ensure a cost-effective and efficient service to the municipality and its customers and to ensure full compliance with the MFMA Regulations on Minimum Competency Levels

8. Enhance budgetary controls and timeliness of financial data. Building the capacity of the Budget and Treasury Office to ensure that financial information for reporting purposes is generated timeously. It will also include the monitoring and reporting on budget variances.

4.1.3.4 Capital financing strategies and programmes

The following are some of the more significant programmes that have been identified:

1. The development and implementation of a borrowing policy. This policy will ensure that any borrowings taken by the municipality will be done in a responsible manner and that the repayment and servicing of such debt will be affordable.

2. The development and implementation of a policy for accessing finance (including donor finance).

3. The development of a capital prioritisation model to identify the capital projects to be implemented with scare available financial resources that will have the biggest impact in improving the quality of life of Midvaal's customer base. The model's criteria will have four focus areas, i.e. IDP strategic objectives, services master plan objectives, project dynamics and project consequences.

4. To each of these elements per criteria weights will be allocated - still to be determined by Council. In the meantime a subjective approach is followed to determine the capital investment programme. It needs to be noted at this stage that national and provincial government programmes and grant funding often influences the capital investment programme of Midvaal. This is something that the municipality has little control over.

4.1.4 Financial Policies

4.1.4.1 General financial philosophy

The financial philosophy of Midvaal is to provide a sound financial base and the resources necessary to sustain a satisfactory level of municipal services for the citizens of Midvaal.

It is the goal of the municipality to achieve a strong financial position with the ability to withstand local and regional economic impacts; to adjust efficiently to the community's changing service requirements; to effectively maintain, improve and expand the municipality's infrastructure; to manage the municipality's budget and cash flow to the maximum benefit of the community; to prudently plan, coordinate and implement responsible and sustainable community development and growth; and to provide a high level of fire and other protective services to assure public health and safety.

Based on the financial framework, financial strategies and the general financial philosophy statement, the municipality have to develop financial policies that support the above. Midvaal's financial policies shall also address the following fiscal goals:

1. To keep the municipality in a fiscally sound position in both the long and short term;

2. To maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations;

3. To apply credit control policies which maximise collection while providing relief to the indigent;

4. To implement credit control policies that recognise the basic policy of customer care and convenience;

5. To maintain and protect existing infrastructure and capital assets;

6. To provide a framework for the prudent use of debt financing; and,

7. To direct the municipality's financial resources toward meeting the goals of the municipality's Integrated Development Plan.

4.1.4.2 Budget related policies

The annual budget is the central financial planning document, directed by the IDP that embodies all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The budget will be subject to monthly control and be reported to Council with recommendations of actions to be taken to achieve the budget goals. The budget will be subject to a mid-term review, which will result in an Adjustments Budget.

Adequate maintenance and replacement of the municipality's assets (property, plant and equipment) will be provided for in the annual budget. It will be informed by Council's **Asset Management Policy**.

The budget shall balance recurring operating expenses to recurring operating revenues. The budget will have revenue plans based on realistically expected revenue to be collected and expenditure figures. Plans will be included to achieve maximum revenue collection percentages. More about this when the revenue raising policies are discussed in paragraph 4.4 below.

4.1.4.3 Capital infrastructure investment policies

The municipality will establish and implement a comprehensive three-year capital budget. This budget will be updated annually to ensure that bulk infrastructure services and internal infrastructure services together with the foreseen funding sources are planned in an integrated and coordinated manner.

An annual capital investment budget will be developed and adopted by the Midvaal as part of the annual budget. The municipality make all capital improvements in accordance with the IDP. Midvaal also has a **Developer Contribution Policy** aimed to generate additional funding from developers to assist in the upgrading of bulk infrastructure services.

Un-expensed capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding and approved external loans. Routine capital needs will be financed from current revenues (Capital Replacement Reserve) as opposed to the issuance of long-term debt. The municipality will maintain all assets at a level adequate to protect the municipality's capital investment and to minimise future maintenance and replacement costs.

4.1.4.4 Revenue policies

The municipality will estimate annual revenues through a conservative, objective and analytical process based on realistically expected revenue to be collected. The municipality will consider market rates and charges levied by other public and private organisations for similar services in establishing rates, fees and charges. Midvaal will set fees and user charges at a level that fully supports the total direct and indirect costs of operations. Tariffs will be set to reflect the developmental and social policies of Council. These principles will be embedded in a **Tariff Policy** that will be updated on an annual basis.

Midvaal will maintain a valuation system based on market values of all properties within its boundaries as well as periodically review the cost of activities supported by user fees to determine

the impact of inflation and other cost increases. Fees will be adjusted where appropriate to reflect these increases. These principles and the raising of property rates are contained in the **Property Rates Policy**.

The municipality will continue to identify and pursue grants and appropriations from province, central government and other agencies that are consistent with the municipality's goals and strategic plan and to eradicate unfunded mandates.

4.1.4.5 Credit control policies and procedures

Midvaal will follow an aggressive policy of collecting revenues from those who can afford to pay for their services. For this purpose a **Credit Control and Debt Collection Policy** has been adopted by Council. As the recoverability of all outstanding debt is questionable, the writing off of prescribed debt are considered by Council on an annual basis.

4.1.4.6 Supply chain management

The **Supply Chain Management Policy** will ensure that goods and services are procured compliant with legislative requirements in a fair, equitable, transparent, competitive and cost effective way. It includes the disposal of goods or assets not needed anymore for basic service delivery and it must be read in conjunction with Council's **Disposal of Assets Policy.**

4.1.4.7 Investment policy

In terms of Section 13(2) of the Municipal Finance Management Act each municipality must establish an appropriate and effective cash management and investment policy. Investments of the municipality shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The portfolio shall remain sufficiently liquid to enable the municipality to meet daily cash flow demands and conform to all state and local requirements governing the investment of public funds. The preservation of principal is the foremost objective of the investment program. Midvaal will continue the current cash management and investment practices, which are designed to emphasise safety of capital first, sufficient liquidity to meet obligations second, and the highest possible yield third. These principles are embedded in the **Cash Management and Investment Policies** of Council.

4.1.4.8 Debt management policies

Midvaal shall issue debt only when necessary to meet a public need and when funding for such projects is not available from current revenues, reserves or other sources. Long-term borrowing will be used to finance capital improvements as approved in the municipality's Capital Budget. Capital projects financed through the issuance of debt shall be financed for a period not exceeding the expected useful life of the project. The municipality will not incur debt to finance current operations. Lease-purchase obligations, capital outlay notes or other debt instruments may be used as a medium-term method of borrowing for the financing of vehicles, computers, other specialised types of equipment, or other capital improvements. All these principles are embedded in the **Borrowing Policy** of Council.

Borrowing should be limited to 40 % of the total operating budget rand value. If not, the municipality will become over-borrowed and a risk to banking institutions and this will result in loans over shorter terms and at higher interest rates. This would not be fair to the current customer base.

4.1.4.9 Asset management policies

The objective of the asset management policy is to prescribe the accounting and administrative policies and procedures relating to Property, Plant & Equipment (PPE), which are immoveable and moveable assets of Midvaal, and, computer software which are intangible assets of Midvaal Local

Municipality. The principles and policy statements are embedded in the **Asset Management Policy** of Council.

4.1.4.10 Accounting policies

The principals on which Midvaal operate with regard to the presentation, treatment and disclosure of financial information forms part of the **Accounting Policy** adopted in the compiled annual financial statements.

4.1.5 Budget Assumptions

Based on the financial framework, financial strategies and financial policies the MTREF budget was compiled. Key assumptions relating to the MTREF budget also included the following:

1. National government grants for the years 2014/15 to 2016/17 are as per the Division of Revenue Act (DoRA).

2. Provincial government grants for the years 2014/15 to 2016/17 are as promulgated in the Provincial Gazettes.

3. Inflation has remained moderate, with consumer prices projected to increase by 5.6 per cent in 2014/2015 and 5.4 per cent annually thereafter.

4. Based on the South African Local Government Bargaining Council who determines cost-of-living increases by mutual agreement between the employer and the unions, the salary bill cost-of-living increase budgeted for 2014/15 amounts to 6.8 % and 6.4 % for the next two indicative years.

5. Bulk electricity purchases increased with 8.06 % for the 2014/15 financial year and 8 % for the next two indicative years. The limitation of further high increases in Eskom tariffs will allow some breathing space for consumers.

6. Bulk water purchases increased with 8.10 % for the 2014/15 financial year. For the 2015/16 financial year an increase of 8 % has been budgeted for. The same increase was used for the 2016/17 year.

7. Provision has been made for a property rates tariff increase of 10 % for the 2014/15 financial year and 7 % for the next two indicative years.

8. Electricity tariffs increase with 739. % for the 2014/15 financial year. The same increase is used for the next two financial years.

9. Water tariffs increase with 10 % for the 2014/15 financial year and a projected 7 % for the two outer years. This approach will most probably lead to water consumption being reduced and this will lead to a reduction in water revenue. Although lower consumption will lead to lower costs, this approach will lead to a smaller operating surplus.

10. Sanitation and refuse tariffs increase with 10 % for the 2014/15 financial year and 7 % for the outer years.

The budget is based on current service levels with provision for a 2 % growth in property rates and other services.

4.1.6 Operating Revenue

In order to serve the community and to render the services needed, revenue generation is fundamental to financial sustainability. The reality is that we are faced with developmental backlogs and poverty challenging our revenue generation capacity. The needs (being capital or operational of

nature) always exceed the available financial resources. This becomes more obvious when compiling the annual budget and comparing it with the community's needs as recorded in the IDP. This is a worldwide problem and therefore available financial resources should be utilised where it delivers the biggest impact on outcomes that will improve the quality of life of our local communities.

The operating revenue will now be discussed and analysed.

4.1.6.1 Operating revenue by source

The operating income for 2014/2015 is budgeted at R771 821 667 (an increase of 10 % from the 2013/2014 adjusted budget of R686 711 189). Provision has been made to supply all households serviced by the Council with 6kL of water free of charge. The Income Budget has been compiled based on projected billing, however provision has been made for a 96 % collection rate through the provision of funds for the impairment of debtors.

The detail of the operating budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2014/2015 – 2016/2017.

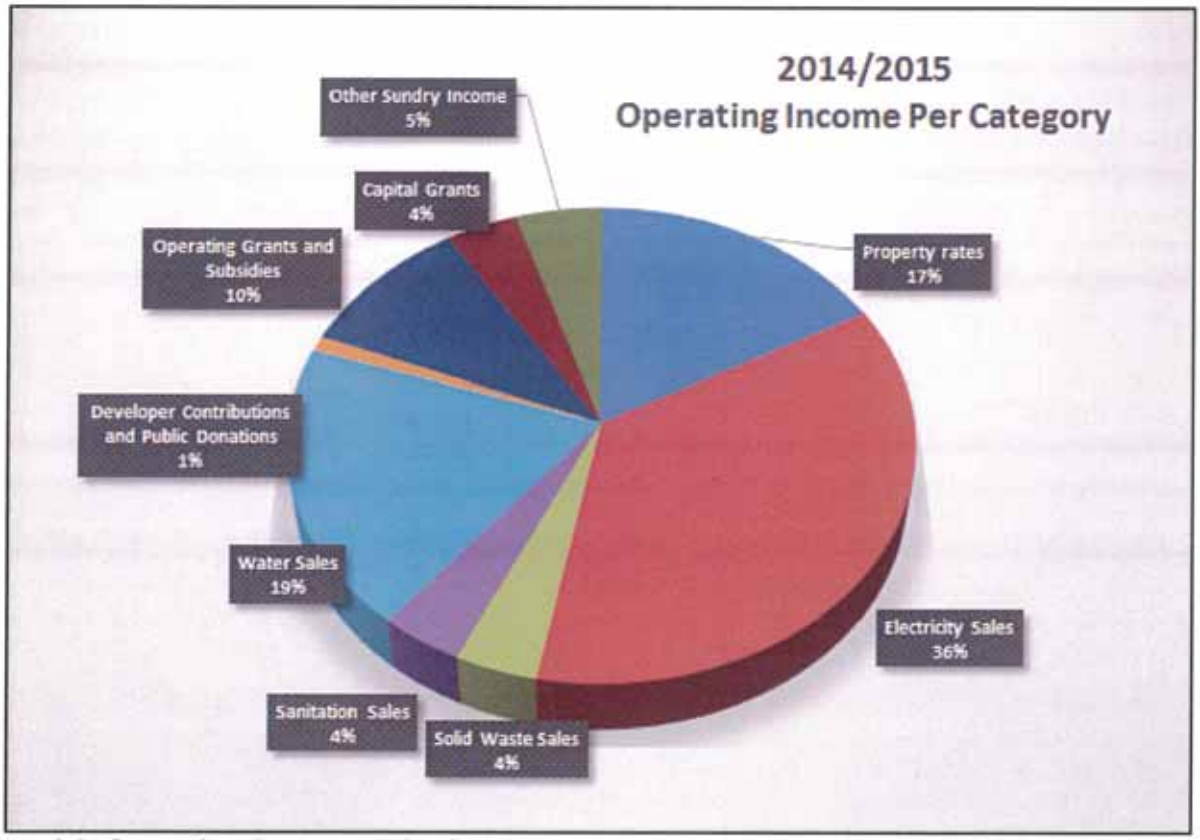


Figure 4.1: Operating Revenue Distribution for the 2014/15 Financial Year

4.1.6.2 Analysis of projected operating revenue

Property Rates – all properties are rated in terms of the Municipal Property Rates Act and levied accordingly. Residential properties benefit from both a portion of their property values that are exempted from property rates as well as a rebate of the tariff. These benefits are accounted for as Income Foregone.

User Charges for Services – this category comprises sale of Electricity, Water, Sanitation and Solid Waste (Refuse Collection). This is the main municipal services and accounts for 62 % of the operating income of Council.

Operating Grants and Subsidies have been budgeted for as per the Division of Revenue Act. The Regional Bulk Infrastructure Grant (RBIG) intended for the construction of the regional sewer

network is an indirect grant (project to be implemented by Rand Water) and is thus not included in the budget.

Developer Contributions are expected for the MTREF period and the bulk of this will be utilised for a new residential development in Risiville.

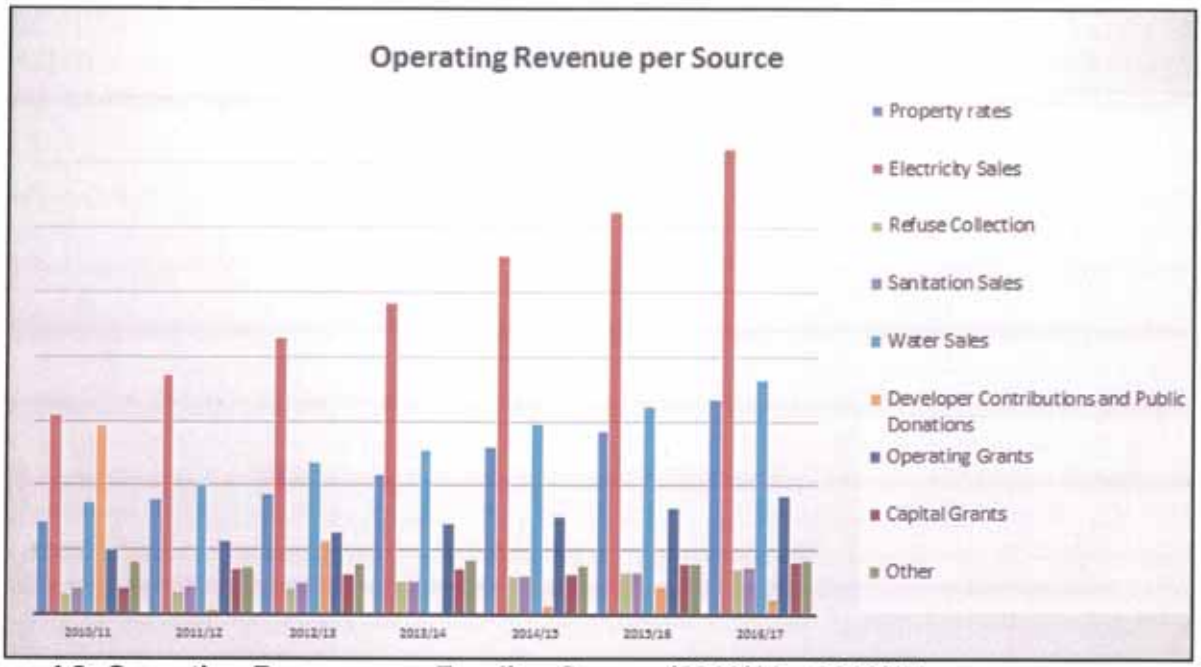


Figure 4.2: Operating Revenue per Funding Source (2010/11 – 2016/17)

4.1.7 Operating Expenditure

The operating expenditure for 2014/2015 is budgeted at R828 151 920 (an increase of 11,74 % from the 2013/2014 adjusted budget of R741 144 056).

Operating expenditure budgeting is done on a zero base budget approach insofar as practically possible. Where it is not cost effective to do zero based budgeting, incremental budgeting is applied. Operating expenditure further include infrastructure repairs and maintenance as a priority; budgeted expenditure is funded by realistically anticipated cash backed revenues; and, operational gains and efficiencies to result in operating surpluses to fund capital expenditure from own cash backed funds.

4.1.7.1 Operating expenditure by type

The detail of the operating budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2014/2015 – 2016/2017.

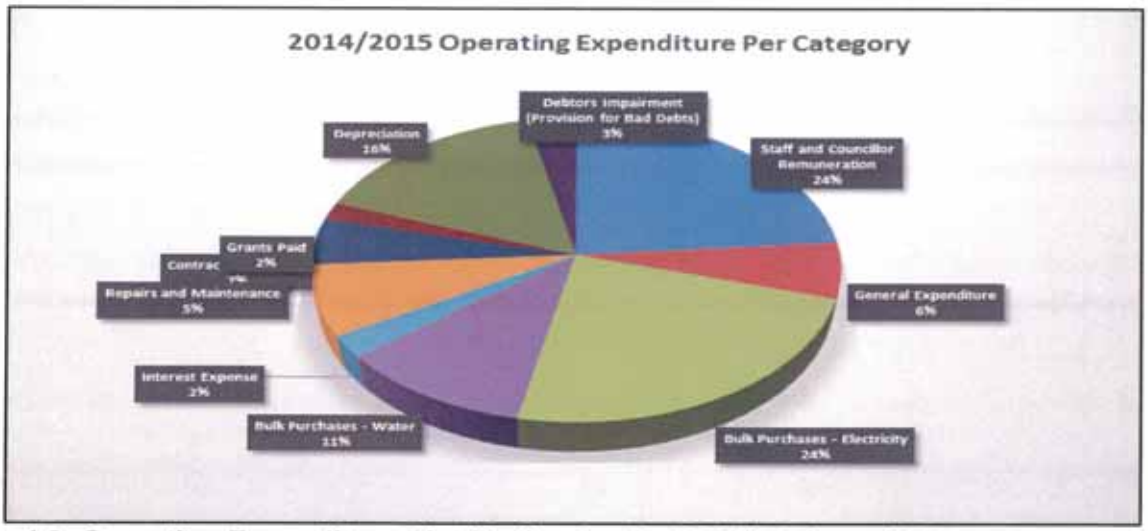

2014/2015 Operating Expenditure Per Category
Debtors Impairment (Provision for Bad Debts) 3%
Staff and Councillor Remuneration 24%
General Expenditure 6%
Bulk Purchases - Electricity 24%
Bulk Purchases - Water 11%
Interest Expense 2%
Repairs and Maintenance 5%
Grants Paid 2%
Depreciation 16%

Figure 4.3: Operating Expenditure Distribution for the 2013/14 Financial Year

4.1.7.2 Analysis of operating expenditure

The main sections of the expenditure in the operating budget are the following:

Salaries

The increases in this includes a general salary increase of 6.8 % to all staff members, provision for new positions as well as the funding of critical vacant positions. The total salary package of the Council amounts to 23.8 % of the total expenditure.

Bulk Purchases

This category was increased with the indicative tariff increases for Rand Water and Eskom.

The Council has little control over the above-mentioned expenditure – bulk purchases represent 34.3 % of the expenditure budget.

Depreciation

Depreciation accounts for 15,9 % of the expenditure budget. Depreciation is the systematic expensing of the value of an asset as it is used up and does not relate to any cash payment made (nor is the money owed to anyone for that matter). A road can last for 40 years and every year 1/40th of the road is "used up" and that must be shown as an expenditure item called depreciation. The intention is to set these funds aside so that there is cash available at the end of the useful life of the asset to replace the asset. This budget also provides for offset depreciation. This is done to avoid increasing rates and taxes to provide for assets that were revalued with the implementation of GRAP 17. This will be reviewed as part of the long term financial plan to ensure that there is a balance between amounts provided for asset renewals and affordability of rates and taxes.

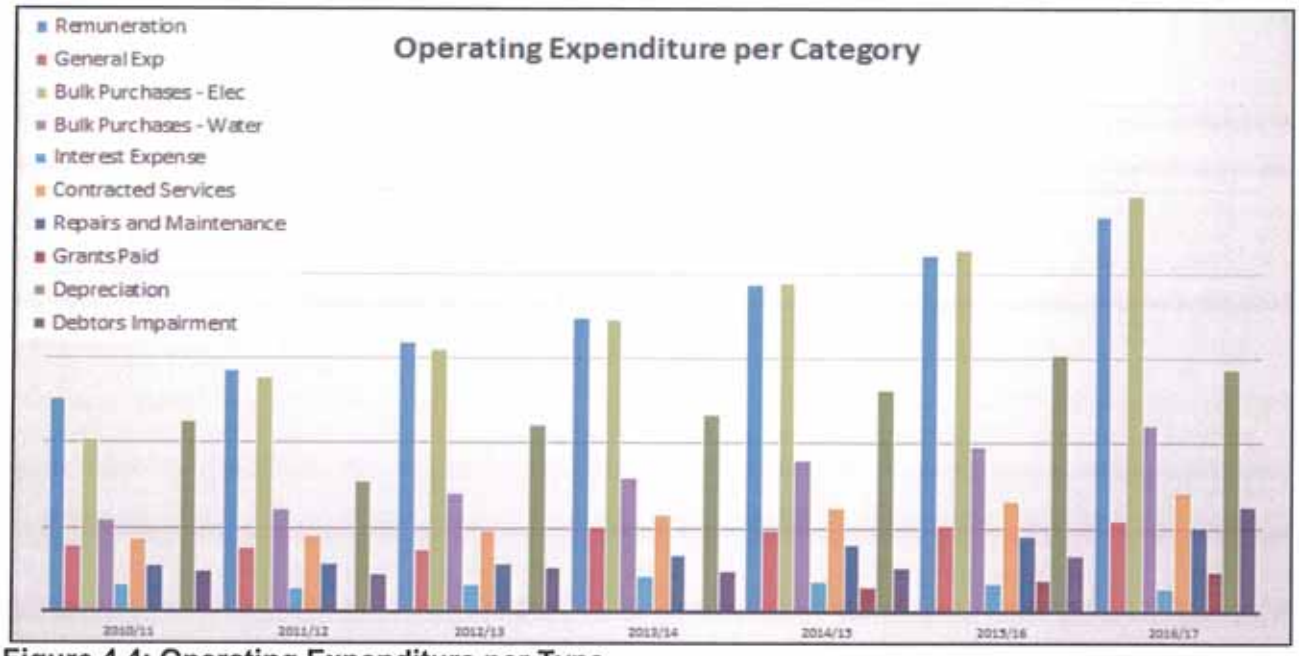


Figure 4.4: Operating Expenditure per Type

The focus will now shift to the discussion of capital expenditure trends.

4.1.8 Capital Expenditure

Capital expenditure budgeting should be done on a capital prioritising model. Such a model is not operational at this point in time and as mentioned in paragraph 4.3.4(c) above it will be developed for future allocation of scarce available financial sources to capital projects that will have the biggest impact on the outcomes that will improve the quality of life of Midvaal's customer base. This model will also ensure that sufficient funds are made available for the renewal of dilapidated infrastructure to ensure on-going quality service delivery.

A three (3) year capital budget has been prepared which has been based on the IDP document to be approved by Council in May 2014. Budget workshops were held with all the political structures. Ongoing discussions and deliberations ensure good governance.

Public meetings were be held during April 2014. Inputs received from the public were included in the IDP. Unfunded project requests are detailed in Annexure A of the IDP and will be included in future budgets as funding becomes available.

4.1.8.1 Capital expenditure per Department

Figure 4.5 below depicts the capital budget per department.

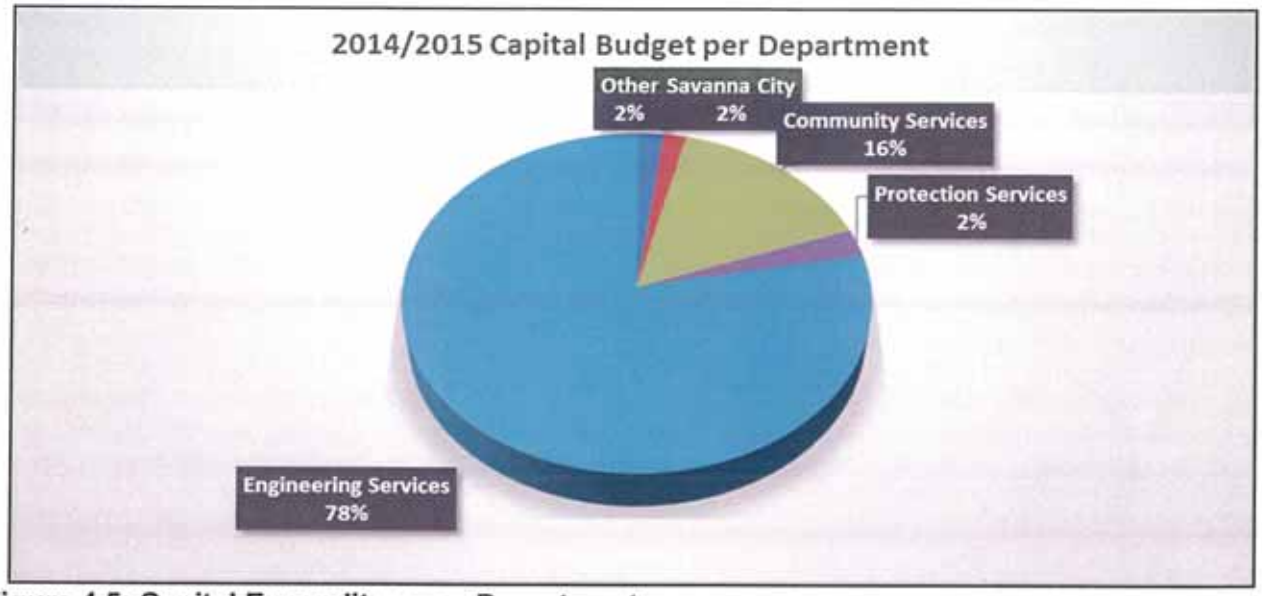


Figure 4.5: Capital Expenditure per Department

4.1.8.2 Analysis of capital expenditure

Total capital expenditure budgeted for the 2014/15 financial year amounts to R82 391 545 compared with the projected capital expenditure of R96 million for the 2013/14 financial year. Capital expenditure will decrease to R76 million for the 2015/16 financial year and then to R64 million in 2016/17. The reduction in expenditure is directly related to affordability issues.

Midvaal mainly spends its capital expenditure on infrastructure services and for the 2014/15 financial year (77 %) of the capital budget is allocated to the Engineering Services department.

4.1.9 Capital Expenditure Funding

The capital amount proposed for 2014/2015 amounts to R82 391 545.

To fund the capital budget, the Council will use R14.9 million from its own funds. The Council made provision on the 2014/2015 capital budget for external loans to the amount of R24.4 million to fund infrastructure upgrade and the purchasing of vehicles required for basic service delivery. The amount to be received from grants is R31.2 million.

The National Treasury benchmark of 39 % - 40 % of the capital budget to be spent on renewal projects were taken into account and the impact of proposed projects on the operational budgets of future years was evaluated. It is not sustainable to construct facilities where there are not sufficient operating funds available to operationalize the facilities and as such no facilities that cannot be operationalized with the current available resources were budgeted for.

The capital expenditure funding trends are set out in Figure 4.6 below. The percentages highlighted in red are the funding sources as a percentage of the total capital expenditure funding sources. The detailed capital budget is contained in the Medium Term Revenue and Expenditure Framework for the period 2014/2015 – 2016/2017.

In Figure 4.6 below it is clear that grants (green and purple colour) are becoming the main source of funding of capital expenditure.

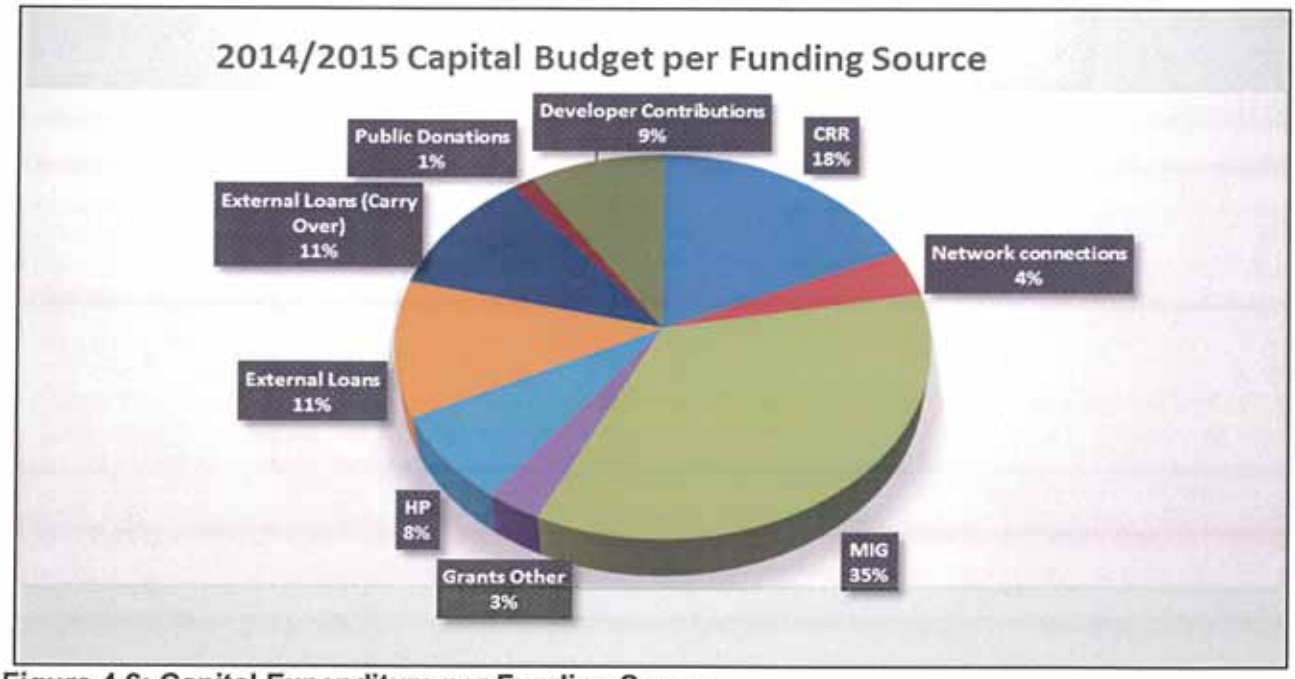


Figure 4.6: Capital Expenditure per Funding Source

External borrowing as a funding source must be capped at 40 % of total operating expenditure. If not, Midvaal will become over-borrowed and the municipality will become a risk for borrowing agencies and this will certainly lead to higher borrowing interest rates. In Figure 4.7 below it is clearly shown that Midvaal has not yet reached its external borrowing limit in terms of this indicator – however, the impact of borrowings on the affordability of tariffs must be considered.

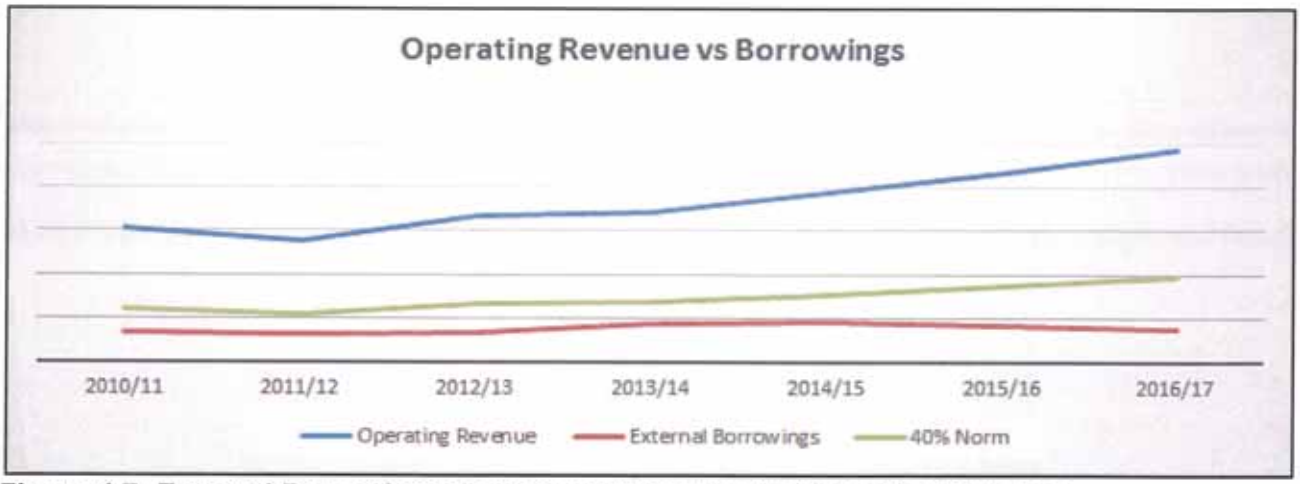


Figure 4.7: External Borrowings as a Percentage of Total Operating Revenue

The detailed capital budget are reflected below:

PROJECT	Source of funding	F01 2014/2015 Final Budget	F02 2015/2016 Final Budget	F03 2016/2017 Final Budget
SAVANNA CITY				
Computer Hardware	CRR	40 000,00	60 000,00	60 000,00
Equipment	CRR	20 000,00	50 000,00	50 000,00
Furniture	CRR	100 000,00	100 000,00	100 000,00
Motor Vehicles	CRR	510 000,00	600 000,00	600 000,00
Building of mini waste transfer station	CRR	200 000,00		
Building of informal trading facilities	CRR	500 000,00		
Total Departmental Capital Budget		**1 370 000,00**	**810 000,00**	**810 000,00**
SPEAKER'S OFFICE				
Building alterations - speakers office	CRR		250 000,00	
Laptop Requirements-speakers office	CRR	15 000,00		
Total Departmental Capital Budget		**15 000,00**	**250 000,00**	-
MAYOR'S OFFICE				
Additional Vehicle	CRR	250 000,00		
Total Departmental Capital Budget		**250 000,00**	-	-
CORPORATE SERVICES ADMIN				
Furniture and Equipment	CRR		100 000,00	100 000,00
Vehicle replacements	CRR		580 000,00	580 000,00
Thin client device / screen / keyboard / mouse / software x 10	CRR	70 000,00		
Sound system for Council chamber (committees)	CRR	120 000,00		
Additional Storage Facilities	CRR	170 000,00		
Additional Carports	CRR	250 000,00		
12 x Laptops - councillors	CRR	120 000,00		
Total Departmental Capital Budget		**730 000,00**	**680 000,00**	**680 000,00**
COUNCIL BUILDINGS				
Projector for use in Council halls	CRR	50 000,00		
3 x double door fridges (Rothdene & Lakeside)	CRR	25 000,00		
Total Departmental Capital Budget		**75 000,00**	-	-
IT				
IT Network infrastructure	CRR	470 000,00	-	-
Total Departmental Capital Budget		**470 000,00**	-	-
MANAGEMENT SERVICES				
Furniture and Equipment	CRR		50 000,00	50 000,00
4 x Desktop - Thin client technology	CRR	15 000,00		
1 x Laptop (replacement, recruitment)	CRR	12 000,00		
HR Building Renovations	CRR	150 000,00		
Clocking System	CRR	600 000,00		
Office Furniture	CRR	56 000,00		
Filing Cabinets - filing room	CRR	40 000,00		
Total Departmental Capital Budget		**873 000,00**	**50 000,00**	**50 000,00**
FINANCIAL SERVICES				
Furniture and Equipment	CRR		100 000,00	100 000,00
Vehicle replacements	CRR		400 000,00	400 000,00
Office Furniture (New Vacancies) (FMG)	Grants Other	40 000,00	60 000,00	60 000,00
IT Equipment (Computers and Printers for replacement) (FMG	Grants Other	40 000,00	60 000,00	60 000,00
SCM: Electronic Stacker (FMG)	Grants Other	20 000,00		
Furniture and fittings and Stores building	CRR	40 000,00		
Total Departmental Capital Budget		**140 000,00**	**620 000,00**	**620 000,00**
DEVELOPMENT & PLANNING ADMIN				
Furniture and Equipment	CRR		50 000,00	50 000,00
Thin client device / screen / keyboard / mouse / license/ softw	CRR	50 000,00		
Office Furniture (New Vacancies)	CRR	60 000,00		
1 x Laptop	CRR	15 000,00		
Total Departmental Capital Budget		**125 000,00**	**50 000,00**	**50 000,00**
LED				
Shelters for Informal Traders (MIG)	MIG		600 000,00	750 000,00
Total Departmental Capital Budget		-	**600 000,00**	**750 000,00**
LIBRARIES				
Lakeside Library (DSRAC)	Grants Other	1 200 000,00		
Furniture & Equipment (DSRAC)	Grants Other	250 000,00		
HOK Library kitchen upgrade -blinds burglar proofing	Grants Other	150 000,00		
6 x 3M Library security system	Grants Other	150 000,00		
1 x LDV and 1 x Avanza	Grants Other	400 000,00		
New Savannah City Library	Grants Other	300 000,00	5 000 000,00	
De Deur roof Upgrade	CRR	300 000,00		
Total Departmental Capital Budget		**2 750 000,00**	**5 000 000,00**	-

PROJECT	Source of funding	F01 2014/2015 Final Budget	F02 2015/2016 Final Budget	F03 2016/2017 Final Budget
CEMETRIES				
New C Class Cemetary Kookrus	MIG	-		
Total Departmental Capital Budget		-	-	-
SOCIAL SERVICES ADMIN				
Furniture and Equipment	CRR		1 000 000,00	1 000 000,00
Vehicle replacements	HP		2 000 000,00	2 000 000,00
Equipment - ECD Centre	CRR	100 000,00		
Total Departmental Capital Budget		**100 000,00**	**3 000 000,00**	**3 000 000,00**
FIRE SERVICES				
Training Simulator (Aisco Fire Trainer)	CRR	522 000,00		
Fire Station Vaal Marina (MIG)	MIG		7 000 000,00	
People Transporter	HP	320 000,00		
Total Departmental Capital Budget		**842 000,00**	**7 000 000,00**	-
TRAFFIC POLICE				
Furniture and Equipment	CRR		350 000,00	350 000,00
Vehicle replacements	HP		1 000 000,00	1 000 000,00
Dragor Alcohol Machine	CRR	200 000,00		
Traffic Vehicles	HP	680 000,00		
Portable Weighbridge (Income generating)	CRR	384 000,00		
Total Departmental Capital Budget		**1 264 000,00**	**1 350 000,00**	**1 350 000,00**
PARKS				
2 x 2.0 LDV (New)	HP	420 000,00		
4 x Slashers	CRR	120 000,00		
1 x 3 Ton trucks with canopy (HP)	HP	600 000,00		
2 x Large Chainsaws	CRR	40 000,00		
Brush cutters	CRR	130 000,00		
4 x Kudus	CRR	80 000,00		
Tractor Replacement (Insurance)	CRR	279 000,00		
Slasher Replacement (Insurance)	CRR	35 000,00		
Total Departmental Capital Budget		**1 704 000,00**	-	-
SPORT & RECREATION				
Lakeside Sport Centre (MIG)	MIG	3 000 000,00	4 500 000,00	2 500 000,00
Sicelo Football field (MIG)	MIG	3 000 000,00		
1 x Ladder and scaffolding	CRR	20 000,00		
Total Departmental Capital Budget		**6 020 000,00**	**4 500 000,00**	**2 500 000,00**
SWIMMING POOL				
Renovation of swimming pool Chemical Store	CRR	60 000,00		
Renovation of House	CRR	40 000,00		
Total Departmental Capital Budget		**100 000,00**	-	-
MAIN SEWER				
Upgrade Sewer Pump Stations & Rising Mains	CRR	500 000,00		
Upgrade of Sewers Sicelo (MIG)	MIG	6 000 000,00		
Extension to Daleside Sewer (MIG)	MIG	6 000 000,00	200 000,00	5 000 000,00
Mamello Bulk Sewer Servitude	CRR	100 000,00		
3 x Standby Pumps	CRR	120 000,00		
Underground Cable Locator	CRR	95 000,00		
Total Departmental Capital Budget		**12 815 000,00**	**200 000,00**	**5 000 000,00**
PURIFICATION				
Double Cab Truck	HP	380 000,00		
Sludge Pump	CRR	120 000,00		
Debottlenecking Meyerton Waste Water Treatment Works	CRR	636 545,00	-	
Total Departmental Capital Budget		**1 136 545,00**	-	-
SOLID WASTE MANAGEMENT				
Skip Bins	CRR	250 000,00		
Upgr Walkerville Landfill Site (GS/SA/7089/9/10(MIG)	MIG		420 000,00	
Upg Vaalmarina landfill Site (GS/SA/8368/11/12 (MIG)	MIG		2 400 000,00	
Upg Vaalmarina Trf Station (GS/GA/83621/11/12)(MIG)	MIG		2 000 000,00	
1 x TLB (HP)	HP	1 200 000,00		
1 x 3 Ton Truck (HP)	HP	600 000,00		
Total Departmental Capital Budget		**2 050 000,00**	**4 820 000,00**	-
ROADS & STORMWATER				
Upgrade Intersections (Carry Over)	External Loans (Carry Over)	3 000 000,00		
Gravel to Tar Phase 4 (MIG)	MIG	7 585 000,00	760 000,00	4 788 000,00
Henley Weir Pedestrian Bridge (MIG)	MIG	-	-	-
Upgrade Gravel Roads (Carry Over)	External Loans (Carry Over)	1 000 000,00		
3 Ton Flatbed truck (HP)	HP	600 000,00		
Purchase of Erf 1023 Meyerton (servitude)	CRR	220 000,00		
Total Departmental Capital Budget		**12 405 000,00**	**760 000,00**	**4 788 000,00**

PROJECT	Source of funding	F01 2014/2015 Final Budget	F02 2015/2016 Final Budget	F03 2016/2017 Final Budget
MECHANICAL WORKSHOP				
Camera around workshop	CRR	22 000,00		
Software for diagnostic machine	CRR	25 000,00		
Total Departmental Capital Budget		**47 000,00**	-	-
WATER SERVICES				
Water tanker (HP)	Public Donations	1 200 000,00	1 300 000,00	1 500 000,00
Water Meter Revenue Protection Programme	CRR	1 100 000,00	1 200 000,00	1 200 000,00
Panels and Pumps	CRR	450 000,00		
Sicelo/Highbury (Valley Settlements) Reservoir & Main (MIG)	MIG	3 000 000,00	12 000 000,00	18 000 000,00
Sicelo/Highbury (Valley Settlements) Reservoir & Main (counte	External Loans	4 500 000,00	5 000 000,00	
Mamello Bulk Water (MIG)	MIG	100 000,00		
Replacement of AC Pipes	External Loans	4 900 000,00		
Bobcat Back-hoe	CRR	100 000,00		
Drilling Machine	CRR	80 000,00		
Lakeside Rand Water Connection (upgrade)	Developer Contributions	1 000 000,00		
Total Departmental Capital Budget		**16 430 000,00**	**19 500 000,00**	**20 700 000,00**
ELECTRICITY SERVICES				
Ripple Controllers	CRR	200 000,00		
Streetlights in general	CRR	250 000,00		
Prepay PLC meters	Network connections	2 000 000,00	2 000 000,00	2 000 000,00
Upgrade RI 3 substation	Developer Contributions	550 000,00		
Upgrade S10 substation	Developer Contributions	550 000,00		
Upgrade S16 substation	Developer Contributions	250 000,00		
Extention to building + equipment (network control officers)	CRR	530 000,00		
Danie McLean Park Lighting	CRR	20 000,00		
High mast lights Sicelo	CRR	750 000,00		
High mast lights De Deur	CRR	1 400 000,00		
Streetlights in Henley on Klip	CRR	750 000,00		
Upgrade lines in Chrissiesfontein	Developer Contributions			3 500 000,00
Feeder supply to S16	Developer Contributions		3 500 000,00	
Risiville Substation (Bulk Contribution)	Developer Contributions	5 000 000,00	5 000 000,00	
Energy Efficiency (EEDSMG)	Grants Other		5 000 000,00	10 000 000,00
Electrical Reticulation (new areas)	Developer Contributions			5 000 000,00
Sicelo Bulk Network (Erf 78 to 204) (Carry Over)	External Loans (Carry Over)	1 000 000,00		
Sicelo Elec Network (Erf 204) (Carry Over)	External Loans (Carry Over)	2 500 000,00		
New OCB at G1 Sub	CRR	120 000,00		
1x TLB (HP)	HP	900 000,00		
New connections	Network connections	1 200 000,00		
Wacker	CRR	150 000,00		
2 x Air Driven Compactors	CRR	190 000,00		
75mm Grunumat Moll Drill	CRR	250 000,00		
2 x Minibus	HP	500 000,00		
Portable Cherry Picker	CRR	200 000,00		
Total Departmental Capital Budget		**19 260 000,00**	**15 500 000,00**	**20 500 000,00**
ENGINEERING ADMIN				
Furniture and Equipment	CRR		1 000 000,00	1 000 000,00
Vehicle replacements	HP		2 000 000,00	2 000 000,00
Laptop (MIG)	MIG	20 000,00		
Computer Equipment (Thin client technology)	CRR	100 000,00		
Sicelo Basic Services (Carry over)	External Loans (Carry Over)	1 300 000,00	8 000 000,00	
Total Departmental Capital Budget		**1 420 000,00**	**11 000 000,00**	**3 000 000,00**

4.1.10 Conclusion

The continued improvement and development of an effective financial planning process aids the actualisation of fulfilling its facilitating role to capacitate the community to build a prosperous future for all. This Financial Plan with its financial framework, financial strategies and financial policy framework contribute to ensuring that Midvaal remains financially viable and sustainable and that quality municipal services are provided economically to all communities within its area of jurisdiction.

The multi-year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation. The strategy towards cash backing and cash funded budgets will certainly ensure the sustainability of the Municipality over the short-, medium- and long-term.

4.2 Human Resources Support Plan

4.2.1 Introduction

Midvaal Local Municipality is a well governed, effectively managed, financially viable and sustainable institution that is dedicated to creating a conducive environment for growth and development. Achieving a reputation as one of the best performing municipalities in Gauteng requires a world class human resource management component which is key in ensuring a competitive advantage and ultimately realising the institution's vision. The strategic HR planning process has four basic steps:

- Assessing the current human resources capacity;
- Forecasting human resources requirements;
- Developing human resources strategies to support the institutional strategies.

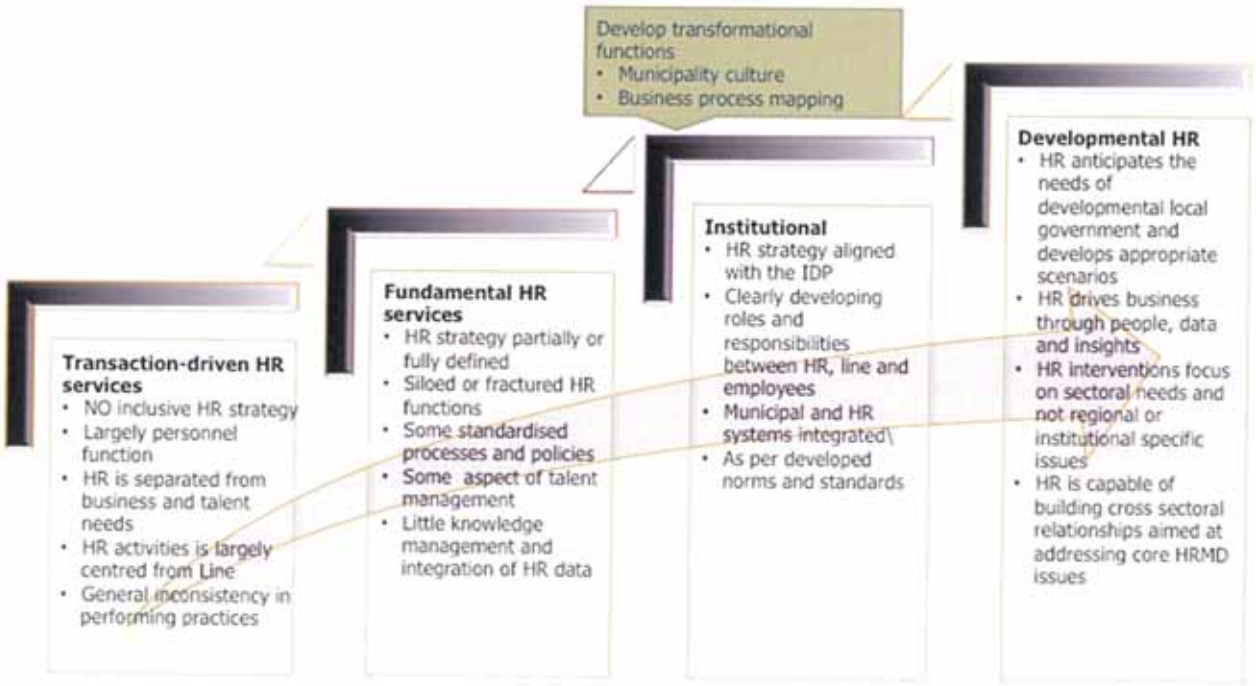
With this in mind, the focus of this chapter is to describe the strategic human resources plan and include goals and objectives so as to realise the vision and mission of the institution. All of this can be achieved by operating within the context of the institution's budget and planning cycle.

To develop and sustain a high performing workforce requires:

1. Aggressive recruitment and selection practices;
2. Having highly motivated employees;
3. Investing in the development of people working for the institution; and
4. The ability to retain key talent.

In order to have a strategic human resources plan, the maturity of the human resources function has to be established. A maturity model as contained in Figure 1 is a tool that enables an institution to evaluate and assess its human resources component.

Figure 1: The Maturity Model


Develop transformational functions
• Municipality culture
• Business process mapping
Transaction-driven HR services
• NO inclusive HR strategy
• Largely personnel function
• HR is separated from business and talent needs
• HR activities is largely centred from Line
• General inconsistency in performing practices
Fundamental HR services
• HR strategy partially or fully defined
• Siloed or fractured HR functions
• Some standardised processes and policies
• Some aspect of talent management
• Little knowledge management and integration of HR data
Institutional
• HR strategy aligned with the IDP
• Clearly developing roles and responsibilities between HR, line and employees
• Municipal and HR systems integrated\
• As per developed norms and standards
Developmental HR
• HR anticipates the needs of developmental local government and develops appropriate scenarios
• HR drives business through people, data and insights
• HR interventions focus on sectoral needs and not regional or institutional specific issues
• HR is capable of building cross sectoral relationships aimed at addressing core HRMD issues

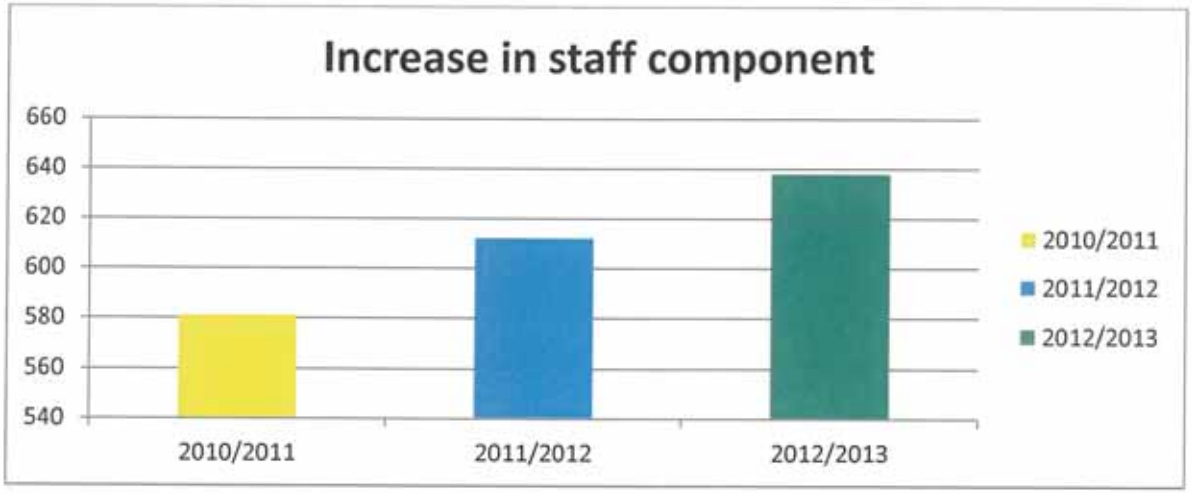
Midvaal Local Municipality's Human Resources Component, falls within the institution level of the maturity model.

4.2.1.1 Assessing the current human resources capacity

Based on the institution's strategic Integrated Development Plan, the first step in the strategic human resources planning process is to assess the current human resources capacity of the organisation. The knowledge, skills and abilities of current staff need to be identified and is done by conducting an annual skills audit for each employee.

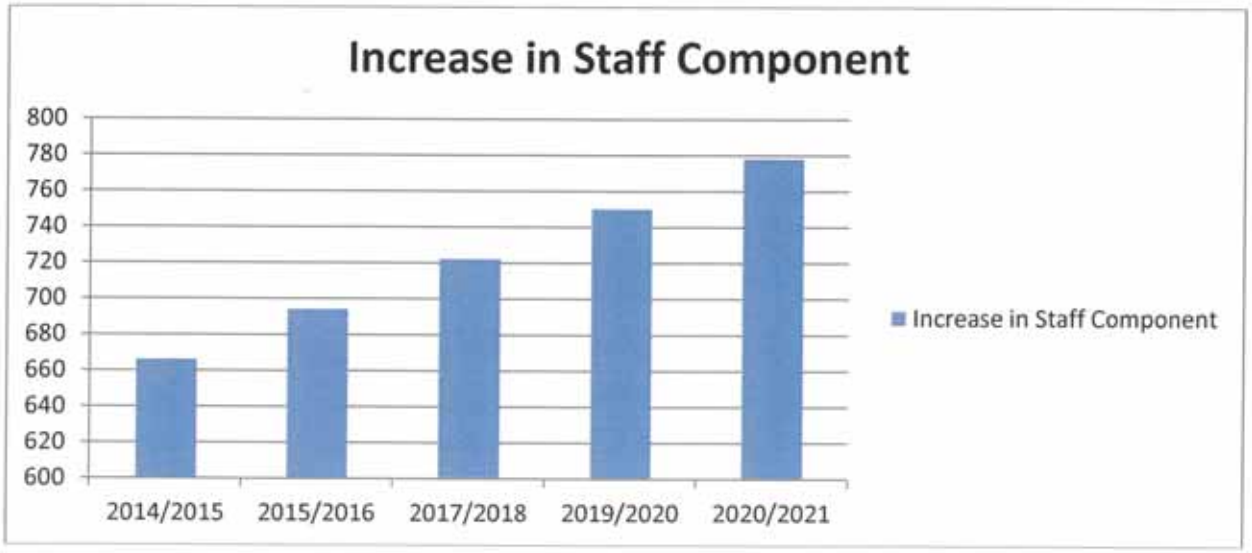
Over the past few years Midvaal Local Municipality has seen the human resources component increasing exponentially over time by an average of 28 employees per annum. This can be ascribed to an increase in growth and development and the increased demand for service delivery to the community. The growth is also largely due to compliance with relevant human resources legislation including the Employment Equity Act, which aims to grow and develop an institution's human resources' component.

Figure 2: Increase in human resources capacity for Midvaal Local Municipality over the past three years:



If the average growth figure of 28 employees is considered the human resources component can be expected to grow to 778 employees over the next five years. With the development of the Savannah City Project and in compliance with employment equity targets, this figure is however expected to increase over time to 893.

Figure 3: Average growth of Midvaal Local Municipality over the next five years:



The workforce profile of Midvaal Local Municipality as on 30 June 2013 is contained in Table 1 and is indicative of the current status quo with regard to the human resources component in terms of occupational levels, however in order to project the growth of the institution, one can consider the employment equity goals. Demands with regard to the external environment and the increased demand from the community for services also contribute to the future planning of the human resources needed to sustain the institution and to meet the organisation's strategies. Being mindful of these factors, the projected growth of the human resources component for Midvaal Local Municipality for the next five years is included in Table 2.

Table 1: Workforce profile as on 30 June 2013:

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	2	0	0	5	0	0	0	1	0	0	8
Senior Management	2	0	0	8	3	0	0	2	0	1	16
Professional	33	1	1	22	20	1	2	14	1	0	95
Skilled	77	1	0	21	47	2	3	33	1	1	186
Semi-Skilled	101	0	0	8	9	0	0	0	0	0	118
Unskilled	132	1	0	3	42	0	0	0	0	0	178
Total Permanent	**347**	**3**	**1**	**67**	**121**	**3**	**5**	**50**	**2**	**2**	**601**
Temporary Employees	11	0	0	3	12	0	0	0	0	0	26
Grand Total	**358**	**3**	**1**	**70**	**133**	**3**	**5**	**50**	**2**	**2**	**627**

Table 2: Numerical goals to be achieved by 2016

Occupational Level	Male				Female				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	2	0	0	5	0	0	0	1	0	0	8
Senior Management	8	7	7	7	7	7	7	4	0	1	55
Professional	40	7	7	27	33	7	7	15	2	0	145
Skilled	85	12	7	23	67	9	8	35	0	1	247
Semi-Skilled	94	7	5	9	38	7	5	7	0	0	172
Unskilled	133	17	7	15	66	13	7	8	0	0	266
Total Permanent	**362**	**50**	**33**	**86**	**211**	**43**	**34**	**70**	**2**	**2**	**893**
Temporary Employees											0
Grand Total	**362**	**50**	**33**	**86**	**211**	**43**	**34**	**70**	**2**	**2**	**893**

Human Resources' focus with regard to the IDP, is primarily Key Performance Area No. 4. – Institutional Transformation. The Key Focus Areas, applicable to Human Resources include:

- KFA 15: Human Capital & Skills Development

In order to perform and achieve the outcomes associated with the KPA and KFA's and aligned to the Vision and Mission Statement of the institution, Human Resources strives to achieve its vision by providing a fair, equal and unbiased human resources function to all employees. Maintain a good

employer/employee relationship and develop a human resources component that exceeds organisational expectations and improve productivity. The primary role, competencies and outcomes of Human Resources can be summarised as follows:

Figure 3: The HRM & Development Proposition

Core Competencies
HR Value Drivers
People Outcomes
Business Outcomes
Municipal HR Professionals
• Relationship builder
• Change facilitator
• Trusted adviser
• Service Excellence Enabler
• HRMD expert
• Leadership & culture
• Talent management
• Learning & development
• Performance management & career development
• Remuneration & Reward
• Productive working relationships
• Organisational development
• Satisfied, committed & motivated employees
• Talented & competent employees
• Behaviours aligned to national LG values and strategy
• Effective teams
• Effective strategy execution and Municipal service delivery results
Measure, review and adjust

4.2.1.2 Forecasting human resources requirements

The next step is to forecast human resources needs for the future based on the strategic goals of the institution. Realistic forecasting of human resources involves estimating both demand and supply. When forecasting for human resources, one must also assess the challenges experienced in meeting staffing needs. Human Resources operates within the internal and external environment of the institution and serves as a link between all internal stakeholders within the organisation and these challenges have to be considered when forecasting or planning for the future.

4.2.1.3 Developing human resources strategies to support institutional strategies

In order to meet the institution's strategic objectives, there are three human resources strategies that, if in place, can assist in human resources planning. These include:

- Restructuring strategies;
- Training and development strategies;
- Recruitment strategies.

4.2.2 Human Resources Services

The Human Resources Directorate at Midvaal Local Municipality is responsible for policy development, planning and organisational transformation, growth and development. The directorate consists out of four sections, including:

- Recruitment, which includes: Appointments, Job Descriptions, Job Evaluations, Organisational Structure Review and Employment Equity;

- EAP and Benefits Administration, which includes: Leave Administration, Medical Aid, Pension Fund, Terminations, Time & Attendance, HIV Workplace Programme and Employee Wellness Programmes;
- Human Capital, which includes: Skills Development, Career Pathing and Succession Planning;
- Labour Relations and Occupational Health & Safety, which includes: Industrial Relations, Dispute Resolution, Injury Management & Worksman Compensation and Occupational Health and Safety.

Additional generic human resources functions include:

- Developing human resources management & developmental strategies, principles, policies and procedures in line with the strategic objectives of Council;
- Ensuring consistency and standardisation of processes and practices across the institution;
- Providing expert advisory services;
- Ensuring application of appropriate best practice human resources management & developmental services;
- Partnering line management in effective people practices;
- Enabling change and transformation;
- Promoting diversity;
- Facilitating the assimilation of culture and values;
- Building capacity of line managers to effectively manage people;
- Building capacity of the human resources component or staff;
- Ensuring good corporate governance around human resource management & developmental practices;
- Delivering on service level agreements;
- Measuring and reporting on the effectiveness of human resource management and developmentwithin the municipality.

4.2.3 Operating Context

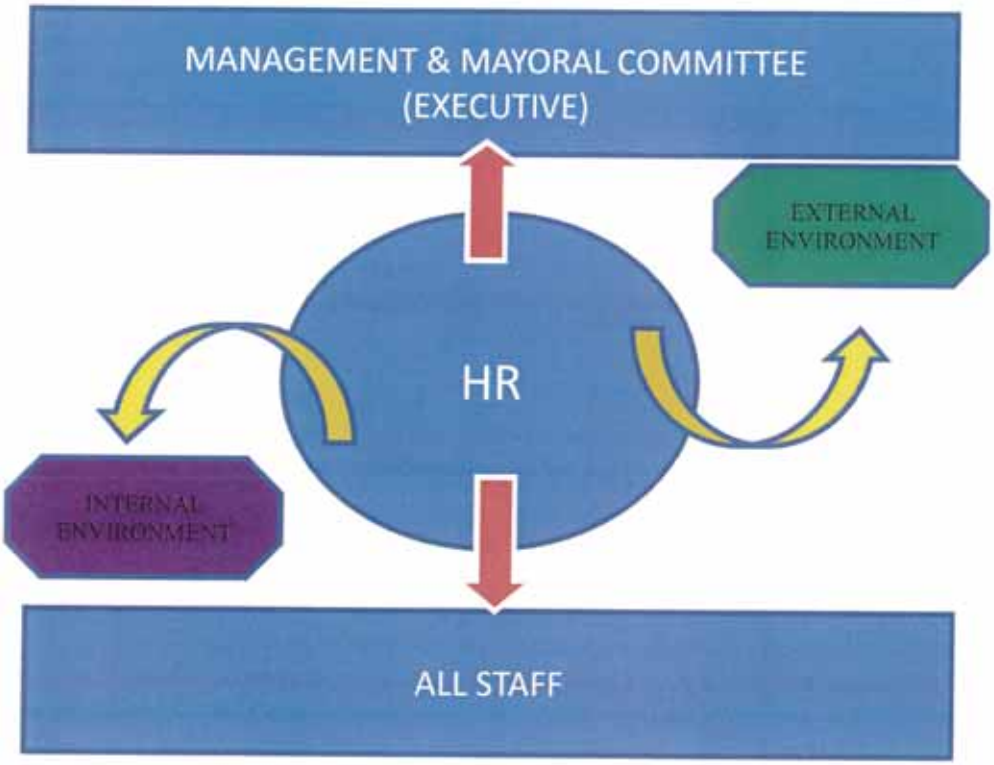
4.2.3.1 External Environment

Strategic Human Resources Management and Development (HRM & D) recognises the economic, social and political factors that create the external environment in which the municipality operates.

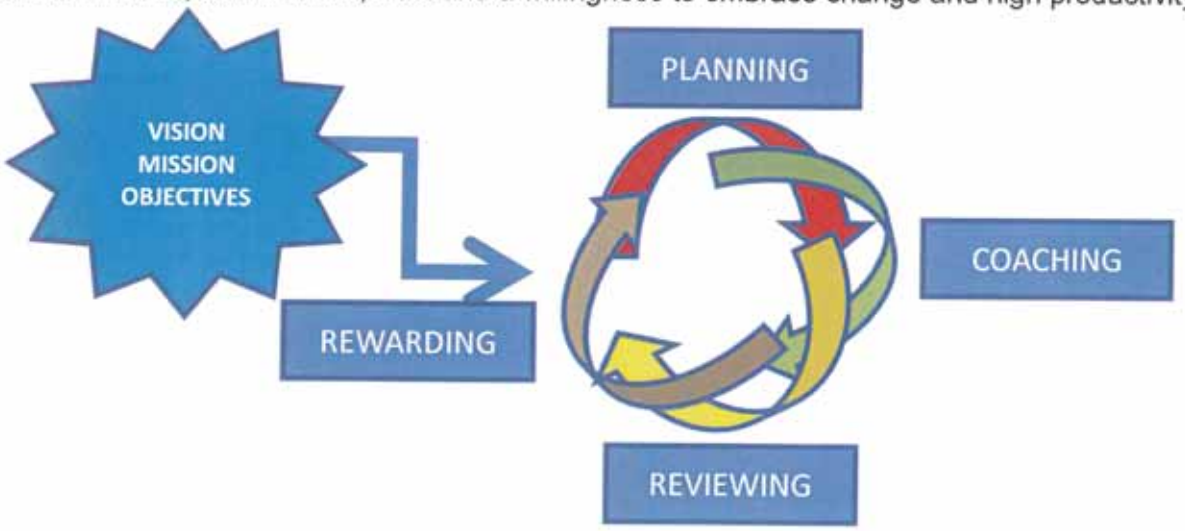
Factors with significant implications for effective human resources management relate to the changing composition of the South African workforce, in terms of age, gender and ethnicity. Therefore a strategic human resources management functions, seeks to ensure that the workforce, to the greatest extent possible, is a reflection of the national demographics of South Africa.

4.2.3.2 Internal Environment

Human Resources is a centralised function that operates within a complex and dynamic framework where a range of external challenges intersect with the unique culture of the organisation. Its role is to provide advice and support to the Executive on related human resources issues. However, the human resources function is not only applicable to the Executive, its role is to also advice and support staff.



Within this framework, effective human resources management processes are required to facilitate continual staff learning and development, improve leadership capacity and encourage consultation and collaboration with all stakeholders. Such processes are central to achieve the intended outcomes as it enhances cultural change which adds to institutional equity and diversity, lead to higher staff morale, commitment, trust and a willingness to embrace change and high productivity.



The diagram is indicative of how all staff, with the help of an effective human resources strategy can work together to achieve the vision, mission and objectives of the institution. Through effective management of staff, planning, coaching, reviewing performance and rewarding employees for work done well, the institution can be assisted in achieving ultimate results, meeting targets, and subsequently achieve the mission, vision and objectives of the institution.

4.2.4. Strategic directions for Human Resources

A high quality institution is dependent upon the quality, reputation and productivity of its staff. The Human Resources Directorate will continue to engage in regular analysis and planning to ensure its

services address the long term needs of the organisation. Some of the important strategic issues to be address include:

- Staff and organisational review;
- Continual learning;
- Creating an equitable and diverse workplace;
- Creating a safe and supportive workplace culture.

4.2.4.1 Staff and organisational review

Recruitment and retention of high quality staff in a competitive labour market is of vital importance to the institution.As the workforce ages, there is a concentration of staff in the older age groups and a relatively small proportion of younger academic candidates. Successful human resource management will require effective recruitment and retention strategies that take into account the following:

- Accelerated retirements will be accompanied by continued growth and demand for staff;
- There will be increased competition for limited number of quality staff in an increasingly changing competitive environment in which budget constraints may affect staffing, development and retention;
- Well-being in the workplace has become increasingly important. High workload, accompanied by low financial reward may further constrain the supply of quality staff. Together with increased expectations and higher levels of accountability and reporting, there is the potential to become less competitive within the market.

4.2.4.2 Continual Learning

A rapidly changing knowledge base in the workplace, rapidly developing information technologies and the competitive environment and an increasing level of liaison with the community requires a high level of skill and knowledge on the part of staff. This can be developed only by a commitment to lifelong leaning by each employee and will require access to a comprehensive range of staff development opportunities.

4.2.4.3 Creating an equitable and diverse workplace

Diversity amongst staff which reflects the broader South African community has the benefit of building a workforce culture to advance important social and moral human rights and also commitment to equity and diversity. A diverse staff will improve the quality of decision making and is incorporated into its accountability framework. This commitment is not only important in terms of social justice, but is also an important attraction and retention strategy.

4.2.4.4 Creating a safe and supportive workplace culture

Physically and psychologically safe work environments and safe work practices are key aspects of the organisation's risk management strategy. Midvaal has a high commitment to safety, not only for its own employees, but also for contractors and visitors. To maintain Midvaal as an employer of choice requires a positive, inclusive and high performance culture marked by co-operation and respect, where the work environment promotes work/life balance for staff.

4.2.5 Values

Human Resources is determined to provide a quality integrated service by creating a safe, healthy and supportive environment where its own staff are valued, respected and able to realise their full potential. In so doing, Human Resources has further refined its values to demonstrate:

Integrity Maintaining confidentiality and professionalism, treating others with

	respect, courtesy and fairness;
Innovation	Promoting and embracing meaningful change, pursuing excellence and striving to improve knowledge and skills;
Diversity	Recognising and respecting the value of human differences, acknowledging and appreciating the contributions of others;
Team Spirit	Communicating openly and honestly in a constructive and supportive manner and sharing ideas and resources;
Accountability	Taking personal and professional responsibility for our actions, maintaining a consistently high level of performance.

4.2.6 Goals & Objectives

4.2.6.1 Goal 1: Support the talent development of employees through professional development, career development and improved performance management

Objectives:

- Invest in professional development programs to improve leadership capabilities, job skills and employee productivity;
- Develop comprehensive career management tools, job enrichment strategies and mentoring programs so as to capacitate employees;
- Provide organisational consulting services to staff to enhance and improve organisational and individual performance.

4.2.6.2 Goal 2: Promote the achievement of work/life balance and wellness in employees

Objectives:

- Inform employees about the importance of education, awareness, self-care and behavioural change in improving wellness and productivity;
- Collaborate with individuals and departments to deliver a broader range of wellness programs and services for improved physical and mental health;
- Assess the on-going need amongst employees based on an analysis.

4.2.6.3 Goal 3: Deliver human resources services and programs which are highly valued by employees:

Objectives:

- Target employee communications more effectively to meet employee information needs;
- Streamline Human resources service processes and improve access to employee information;
- Develop a Human Resources' Scorecard as an overall assessment and performance enhancement tool;
- Plan new office location so as to provide a conducive and productive working environment for improved service and program delivery;
- Promote human resources programmes aimed at boosting staff morale i.e. Long Service Recognition Awards and other cultural programmes and activities.

4.2.6.4 Goal 4: Foster a diverse, inclusive and positive working environment

Objectives:

- Educate staff on the prevention of harassment and discrimination and productive ways to resolve conflict;
- Insure the promotion of diversity and non-discrimination;
- Assess and address reasons as to why talented employees leave the organisation and attempt to retain such individuals.

4.2.6.5 Goal 5: Compete for top talent with effective recruitment strategies and efficient recruitment processes

Objectives:

- Identify more proactive recruiting solutions;
- Develop recruitment strategies focused on recruitment priorities.

4.2.7 Service Delivery & Budget Implementation Plan

The goals and objectives are summarised in Human Resources' Service Delivery and Budget Implementation Plan (SDBIP) and focus primarily on evaluation and review of human resources processes so as to enhance and improve performance of the section.

Chapter **5**

Service Delivery and Budget Implementation Plan (SDBIP)

Chapter 1:	Introduction
Chapter 2:	Situational Analysis
Chapter 3:	Development Strategies
Chapter 4:	Financial Plan
Chapter 5:	**Service Delivery and Budget Implementation Plan (SDBIP)**
Chapter 6:	Performance Management
Annexures	

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SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN

2014/2015

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1. Monthly projections for revenue to be collected for each source

2. Monthly projections for revenue and operating expenditure for each vote

3. Monthly projections for capital expenditure for each vote

4. Quarterly projections of service delivery targets and performance indicators for each vote

5. Ward information for expenditure and service delivery / detailed capital works plan broken down by ward over three years

6. Approval

1.
Monthly projections for revenue to be collected for each source

2.
Monthly projections for revenue and operating expenditure for each vote

3.
Monthly projections for capital expenditure for each vote

Service Delivery Budget Implementation Plan

Part 1: Monthly projections for revenue for each source

Monthly Projections Collected Per Source	F01 2014/2015 BUDGET	M01 JUL 2014 PROJECTION	M02 AUG 2014 PROJECTION	M03 SEPT 2014 PROJECTION	M04 OCT 2014 PROJECTION	M05 NOV 2014 PROJECTION	M06 DEC 2014 PROJECTION	M07 JAN 2015 PROJECTION	M08 FEB 2015 PROJECTION	M09 MAR 2015 PROJECTION	M10 APR 2015 PROJECTION	M11 MAY 2015 PROJECTION	M12 JUN 2015 PROJECTION	FULL YEAR JUL - JUN PROJECTION
REVENUE SOURCE														
Property Rates	130 588 389	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	10 882 366	130 588 389
Electricity Revenue	273 688 383	24 752 192	23 587 896	24 068 660	22 852 738	23 103 145	23 831 151	20 800 026	20 800 026	22 187 536	21 904 659	22 535 638	23 264 717	273 688 383
Water Revenue	146 112 465	10 913 470	11 922 660	12 942 869	12 446 662	12 437 337	12 902 563	12 151 699	13 006 179	12 091 209	11 493 052	11 109 036	12 695 729	146 112 465
Sanitation Revenue	30 354 525	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	2 529 544	30 354 525
Solid Waste Revenue	29 508 380	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	2 459 032	29 508 380
Operating Grants	77 118 902	25 706 301	-	-	-	25 706 301	-	-	-	25 706 301	-	-	-	77 118 902
Capital Grants	31 236 000	10 412 000	-	-	-	10 412 000	-	-	-	10 412 000	-	-	-	31 236 000
Developer Contributions and Public Donations	7 080 000	-	-	2 670 000	-	-	1 470 000	-	-	1 470 000	-	-	1 470 000	7 080 000
Other Revenue	38 972 741	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	3 247 728	38 972 741
Departmental Charges (Internal Consumption)	7 161 882	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	7 161 882
TOTAL OPERATING REVENUE BILLED	771 821 667	91 499 456	55 226 050	59 397 022	55 014 893	91 374 275	57 919 207	52 667 218	53 521 698	91 582 538	53 113 204	53 360 167	57 145 939	771 821 667

Part 2: Monthly projections for revenue and operating expenditure for each vote
and
Part 3: Monthly projections for capital expenditure for each vote

Monthly Projections for Revenue, Operating Expenditure and Capital Expenditure for Each Vote	F01 2014/2015 BUDGET	M01 JUL 2014 PROJECTION	M02 AUG 2014 PROJECTION	M03 SEPT 2014 PROJECTION	M04 OCT 2014 PROJECTION	M05 NOV 2014 PROJECTION	M06 DEC 2014 PROJECTION	M07 JAN 2015 PROJECTION	M08 FEB 2015 PROJECTION	M09 MAR 2015 PROJECTION	M10 APR 2015 PROJECTION	M11 MAY 2015 PROJECTION	M12 JUN 2015 PROJECTION	FULL YEAR JUL - JUN PROJECTION
PROJECTED MONTHLY CASH BALANCE														
Opening Cash Balance	71 813 250	71 813 250	106 327 183	100 192 885	97 036 610	88 988 770	115 710 631	98 693 683	94 222 459	82 272 674	105 993 663	93 787 486	76 072 933	71 813 250
Plus: Revenue Collected for the Month	740 980 034	88 512 653	52 239 247	61 410 219	52 028 090	88 387 472	54 932 404	49 680 416	50 534 896	88 595 735	50 126 401	50 373 364	54 159 136	740 980 034
Amounts billed	771 821 667	91 499 456	55 226 050	59 397 022	55 014 893	91 374 275	57 919 207	52 667 218	53 521 698	91 582 538	53 113 204	53 360 167	57 145 939	771 821 667
Council	4 683 000	1 561 000	-	-	-	1 561 000	-	-	-	1 561 000	-	-	-	4 683 000
Savannah City	16 429 601	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	1 369 133	16 429 601
Corporate Services	1 485 000	123 750	123 750	123 750	123 750	123 750	123 750	123 750	123 750	123 750	123 750	123 750	123 750	1 485 000
Development and Planning	1 881 000	156 750	156 750	156 750	156 750	156 750	156 750	156 750	156 750	156 750	156 750	156 750	156 750	1 881 000
Financial Services	141 721 358	13 822 301	11 139 384	11 139 384	11 139 384	13 822 301	11 139 384	11 139 384	11 139 384	13 822 301	11 139 384	11 139 384	11 139 384	141 721 358
Mangement Services	800 000	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	66 667	800 000
Community Services	67 847 084	13 544 315	2 987 127	3 069 627	2 987 127	13 544 315	3 069 627	2 987 127	2 987 127	13 626 815	2 987 127	2 987 127	3 069 627	67 847 084
Protection Services	15 177 762	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	1 264 814	15 177 762
Engineering Services	521 796 862	59 590 727	38 118 425	42 206 898	37 907 268	59 465 546	40 729 082	35 559 594	36 414 074	59 591 309	36 005 580	36 252 543	39 955 815	521 796 862
Less Provision for bad debt	-28 679 751	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-2 389 979	-28 679 751
Less Public donations (infrastructure, i.e. non cash)	-1 200 000			-1 200 000										-1 200 000
Less Internal consumption (non cash)	-7 161 882	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-596 824	-7 161 882
Plus: New External Borrowings	6 200 000			6 200 000								-		6 200 000
Less: Operating Expenditure	-828 151 920	-65 810 960	-63 554 937	-64 356 745	-63 247 853	-67 694 256	-76 938 418	-64 165 313	-66 733 380	-68 488 955	-68 796 799	-73 698 623	-84 665 681	-828 151 920
Council	-19 535 342	-2 888 644	-1 303 826	-1 462 414	-1 323 141	-1 577 596	-1 419 008	-1 419 008	-1 495 796	-1 654 384	-1 495 796	-1 649 373	-1 846 354	-19 535 342
Municipal Manager	-4 080 848	-200 002	-262 254	-287 008	-267 008	-349 261	-324 506	-324 506	-366 008	-390 762	-366 008	-449 010	-494 516	-4 080 848
Savannah City	-15 159 601	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-1 263 300	-15 159 601
Corporate Services	-28 912 955	-1 607 316	-1 941 055	-1 959 421	-2 010 862	-2 292 908	-2 805 101	-2 274 035	-2 496 287	-2 514 607	-2 496 025	-2 940 906	-3 574 432	-28 912 955
Development and Planning	-19 874 442	-1 380 102	-1 509 181	-1 516 651	-1 522 518	-1 645 730	-1 638 260	-1 638 260	-1 724 312	-1 731 783	-1 724 312	-1 898 418	-1 946 914	-19 874 442
Financial Services	-49 937 012	-5 657 515	-3 626 428	-3 636 528	-3 765 418	-4 506 951	-4 196 851	-3 696 851	-3 943 800	-3 953 900	-3 943 800	-4 437 698	-4 571 272	-49 937 012
Mangement Services	-14 108 453	-1 623 451	-931 510	-842 417	-959 102	-1 030 476	-1 019 568	-1 019 568	-1 078 274	-1 089 181	-1 983 274	-1 195 685	-1 235 946	-14 108 453
Community Services	-95 749 021	-6 218 030	-7 008 810	-7 048 579	-7 109 923	-7 842 236	-8 213 282	-7 802 075	-8 331 124	-8 370 856	-8 330 921	-9 389 309	-10 083 878	-95 749 021
Protection Services	-47 621 684	-3 062 587	-3 476 587	-3 489 151	-3 498 262	-3 903 075	-4 050 996	-3 890 358	-4 166 286	-4 178 835	-4 166 207	-4 718 175	-5 021 164	-47 621 684
Engineering Services	-533 172 562	-41 910 014	-42 231 986	-42 751 274	-41 528 320	-43 282 723	-52 007 546	-40 837 351	-41 868 193	-43 341 346	-43 027 156	-45 758 749	-54 627 905	-533 172 562
Plus Non Cash Expenditure Items	167 541 626	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	13 961 802	167 541 626
Provision for Bad Debt	28 679 751	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	2 389 979	28 679 751
Depreciation	131 699 993	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	10 974 999	131 699 993
Internal Consumption	7 161 882	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	596 824	7 161 882
Less: Capital Expenditure	-81 191 545	-1 467 000	-8 096 545	-13 484 000	-10 099 000	-7 240 000	-1 550 000	-3 250 000	-9 010 000	-9 640 000	-6 790 000	-7 640 000	-2 925 000	-81 191 545
Council	-265 000	-	-	-250 000	-15 000	-	-	-	-	-	-	-	-	-265 000
Savannah City	-1 370 000	-	-	-530 000	-40 000	-100 000	-	-	-140 000	-140 000	-140 000	-140 000	-140 000	-1 370 000
Corporate Services	-1 275 000	-	-245 000	-50 000	-360 000	-450 000	-	-	-170 000	-	-	-	-	-1 275 000
Development and Planning	-125 000	-	-	-	-65 000	-60 000	-	-	-	-	-	-	-	-125 000
Financial Services	-140 000	-	-20 000	-40 000	-40 000	-40 000	-	-	-	-	-	-	-	-140 000
Mangement Services	-873 000	-	-40 000	-75 000	-102 000	-58 000	-	-	-600 000	-	-	-	-	-873 000
Community Services	-12 724 000	-420 000	-3 055 000	-4 399 000	-1 350 000	-	-100 000	-1 200 000	-400 000	-	-600 000	-1 200 000	-	-12 724 000
Protection Services	-2 106 000	-	-	-1 200 000	-522 000	-384 000	-	-	-	-	-	-	-	-2 106 000
Engineering Services	-62 313 545	-1 047 000	-4 736 545	-6 940 000	-7 605 000	-6 150 000	-1 450 000	-2 050 000	-7 700 000	-9 500 000	-6 050 000	-6 300 000	-2 785 000	-62 313 545
Less: Redemption of External Loans	-19 870 835	-359 056	-360 359	-364 046	-367 373	-369 652	-7 099 230	-374 623	-379 597	-384 089	-384 075	-387 591	-9 041 144	-19 870 835
Other Working Capital Adjustments	-3 882 070	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-323 506	-3 882 070
Closing Cash	47 238 540	106 327 183	100 192 885	97 036 610	88 988 770	115 710 631	98 693 683	94 222 459	82 272 674	105 993 663	93 787 486	76 072 933	47 238 540	47 238 540

4.
Quarterly projections of service delivery targets and performance indicators for each vote

IDP										SDBIP						
NO	KPI No	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	DEFINITION	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	TYPE OF INDICATOR (INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	QUARTERLY TARGETS			
													QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
1	KPI 12	Corp	**KFA 1: Governance Structures**	To promote sound and sustainable governance	Number of Council meetings arranged in terms of the approved annual planner	Number of Council meetings arranged in terms of the approved annual planner	A	O	ALL	4 meetings per annum	Opex	4 meetings per annum	3 Meetings as per year planner	2 Meeting as per Year Planner	3 Meetings as per Year Planner	3 Meetings as per Year Planner
2	KPI 28	Corp	**KFA 2: Stakeholder Participation**	To increase active stakeholder participation	Number of ward committee meetings arranged in terms of the approved annual planner	Number of ward committee meetings arranged in terms of the approved annual planner	A	I	ALL	4 x 14 meetings per annum	Opex	4 x 14 meetings per annum	14	14	14	14
3	KPI 20	Corp	**KFA 3: Inter-Governmental Relations (IGR)**	To improve Inter-Govern-mental Relations (IGR)	Review of IGR Policy annually	Review of approved IGR Policy annually	A	O	ALL	1 report per annum	Opex	1 report per annum	-	-	-	1
4	KPI 27	Corp	**KFA 4: Communications (Internal & External)**	To improve internal and external communica-tions	Number of issues of external newsletters distributed	Compilation and distribution of external newsletters to residents	A	O	ALL	3 x issues per annum	Opex	3 x issues per annum	1	1	-	1
5	KPI 64	Prot	**KFA 5: Safety & Security**	To improve the safety of road users	Number of road-blocks executed	Roadblocks executed according to predetermined plan targeting public transport, heavy duty vehicles and overloading within the jurisdiction	A	O	ALL	24 x Road-blocks per annum	Opex	48 x road-blocks per annum	12 x road-blocks per quarter	12 x road-blocks per quarter	12 x road-blocks per quarter	12 x road-blocks per quarter
6	KPI 04	Comm	**KFA 6: Environmental Management**	To ensure a sustainable environment	Number of inspections conducted for high risk environmental contraventions	Compilation of action plan on the way forward on identified high risk environmental contraven-tions	Activity	Output	ALL	Plan Approved	Opex	Number of activities implemented or executed in line with plan	Environmental Training of 7 pre-identified Safety Officers	7 Post training inspection audits conducted	7 Follow up audit inspections	7 Compliance Inspections
7	KPI 58	Prot	**KFA 7: Disaster Management**	To review and implement the disaster management plan	Annual review and updating of the Disaster Management Plan	Disaster Management Plan updated in line with newly identified risks and planned mitigation	A	O	ALL	1 x updated plan per annum	Opex	1 x updated plan per annum	Not applicable	Updated plan submitted into reporting cycle	Not applicable	Not applicable
8	KPI 60	Prot	**KFA 8: Emergency Services**	To ensure prompt response by Fire Services comply to service standardd	Percentage of fire service vehicles dispatched within 3 minutes of receiving call	Emergency vehicles dispatched within 3 minutes after receiving call	A	OC	ALL	90% Compliance with dispatch time	Opex	90% Compliance with dispatch time	90% Compliance with dispatch time	90% Compliance with dispatch time	90% Compliance with dispatch time	90% Compliance with dispatch time
9	KPI 62	Prot	**KFA 9: Law Enforcement**	To ensure effective and efficient by-law enforcement	Number of by-law enforcement inspections conducted	Inspections conducted at ear-marked formal and informal trading spots	A	I	ALL	216 x Inspections per annum	Opex	216 x Inspections per annum	54 x Inspections per quarter	54 x Inspections per quarter	54 x Inspections per quarter	54 x Inspections per quarter
10	KPI 40	Eng	**KFA 10: Sustainable Human Settlements (Housing)**	To develop integrated and sustainable human settlements	Number of informal areas with access to water (standpipes and/or tanks)	Number of informal areas with access to water (standpipes and/or tanks)	P	I	ALL	100%	Opex	100%	100%	100%	100%	100%
11	KPI 08	Comm	**KFA 11: Sport and Recreation Programmes and Facilities, including Parks & Open Space**	To promote and develop sport and recreation	Construction of Lakeside Sport Centre	Plan and construct a sport centre at Lakeside	CP	Output	6	3	Capital/MIG (Vote still to be allocated)	1	Completion of first phase bulk earthworks	Initiate first phase of installation of fencing of Sport Centre	Completion of fencing/ initiate construction to ablution facility	Completion of ablution facility/ installation of Outdoor Gym pending availability of Budget
12	KPI 03	Comm	**KFA 12: Libraries**	To ensure an effective and efficient library service	Refurbishment of newly con-structed Lakeside Library	Install furniture and equipment in Library at Lakeside	CP	Output	6	5	DAC Capital	100% Expenditure of budget	Installation of shelving and furniture	Installation of Library equipment	N/A	N/A
13	KPI 02	Comm	**KFA 13: Cemeteries**	To plan, construct and maintain cemeteries	Number of Cemeteries maintained in accordance with the grass cutting program	Total number of cemeteries maintained (grass cutting) versus actual number of cemeteries	P	Outcome	All	5	Opex	5	Maintain 5 cemeteries every 8 weeks	Maintain 5 cemeteries every 8 weeks	Maintain 5 cemeteries every 8 weeks	Maintain 5 cemeteries every 8 weeks
14	KPI 09	Comm	**KFA 14: Arts Culture & Special Programmes (Gender, Elderly, Youth and People living with disabilities, including ECD)**	To promote programmes for gender, the elderly, youth and people living with disabilities	Number of programs implemented for gender, elderly, youth and disabled groups (GEYODI)	Number of programmes implemented for gender, elderly, youth and disabled groups (GEYODI)	P	Outcome	All	4	Community Services	4	1 programme	1 programme	1 programme	1 programme

NO	KPI No	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	DEFINITION	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	(INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
15	KPI 56	HR	**KFA 15: Human Capital & Skills Development**	To assess, review and address the human capital and skills	(NKPI -6) The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan	(NKPI -6) The percentage of a municipality's budget actually spent on implementing its Workplace Skills Plan	P	OC	N/A	60%	Opex	80%	20%	20%	20%	20%
16	KPI 23	Corp	**KFA 16: Performance Management**	To develop and implement an effective and efficient performance management system	Number of quarterly Section 52(d)-performance reports (SDBIP) submitted to Mayoral Committee	Number of quarterly Section 52(d)-performance reports (SDBIP) submitted to Mayoral Committee	A	I	ALL	4 x quarterly reports per annum	Opex	4 x quarterly reports per annum	1	1	1	1
17	KPI 17	Corp	**KFA 17: Systems & Technology**	Improved ICT Infrastructure as a key enabler to global competitiveness	Percentage of approved annual budget spent	Percentage of approved annual budget spent to improve ICT Infrastructure	P	OC	ALL	95 % expenditure per annum	Capital	95 % expenditure	23%	55%	68%	95%
18	KPI 14	Corp	**KFA 18: Policies, Processes & Procedures**	To review processes and procedures to ensure effective service delivery	Review policies and procedures	Policies per annum reviewed as per the comprehensive register	A	I	ALL	6 x policies per annum reviewed	Opex	6 x policies per annum reviewed	-	-	-	-
19	KPI 46	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	(NKPI- 3) The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's IDP	Accumulative actual expenditure incurred on the capital budget/approved or adjusted capital budget	A	OC	ALL	86%	Various Capital Budget Vote numbers	95%	10%	30%	50%	95%
20	KPI 48	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	(NKPI - 7a) Debt Coverage	Toal operating revenue - operating grants received/debt service payments due within the year. Operating grants will include all grants recognised as grants on the operating budget	A	OC	ALL	22 Times	No direct expense	15 Times	Annual Financial Ratio			15 Times
21	KPI 53	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	(NKPI - 7b) Outstanding Service debtors to revenue	Total outstanding service debtors/ revenue received for services	A	OC	ALL	25%	No direct expense	19%	Annual Financial Ratio			19%
22	KPI 44	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	(NKPI - 7c) Cost coverage	Available cash + investments / Monthly fixed operating expenditure	A	OC	ALL	0.9 of a Month	No direct expense	1 Month	Annual Financial Ratio			1 Month
23	KPI 49	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	Liquidity Ratio	Current Assets: Current Liabilities (as per the Statement of Financial Positions)	A	OC	ALL	1,54:1	No direct expense	1:1	Annual Financial Ratio			1:1
24	KPI 45	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	Annual budget compilation and approval	Budget prepared and submitted to Council for approval by no later than end May annually	A	OC	ALL	Approved Budget	No direct expense	Approved Budget	N/A	N/A	Tabled Budget	Approved Budget
25	KPI 52	FI	**KFA 19: Financial Management**	To manage the finances of the municipality in a manner that will enhance its financial viability	Auditor-General opinion	Auditor-General opinion expressed on Annual Financial Statements (AFS), Predetermined Objectives (PDOs) and Compliance	A	OC	ALL	Unqualified audit Opinion (2012 FY report)	Contracts General	Clean Audit	N/A	Clean Audit	N/A	N/A
26	KPI 68	FI	**KFA 20: Revenue Management**	To protect and enhance revenue	Annual Collection rate	Actual amount collected + amounts written off for registered indigents as per the indigent management policy/amount billed for the period	A	OC	ALL	96%	Contracts: Debt Collection	96%	96%	96%	96%	96%
27	KPI 51	FI	**KFA 21: Supply Chain Management**	To review and streamline SCM processes	Percentage compliance with SCM turn-around time standards	Percentage of formal bids concluded within 80 working days calculated as average time taken from receiving specs until submission of item for approval	A	OC	ALL	New Indicator	95% compliance with the service standards	95% compliance with the service standards	95% compliance with the service standards	95% compliance with the service standards	95% compliance with the service standards	95% compliance with the service standards
28	KPI 47	FI	**KFA 22: Asset Management (including Fleet Asset Management)**	To adequately maintain the assests of the municipality	Percentage of operational budget allocated to repairs and maintenance	Budget for repairs and maintenance as a percentage of the total operating budget (exclusive of departmental charges)	A	OC	ALL	4.36%	R and M Category in the Opex Budget	5.50%	5.50%	N/A		

NO	KPI No	DEPT	KEY FOCUS AREA	PREDETERMINED OBJECTIVE	KEY PERFORMANCE INDICATOR	DEFINITION	CAPITAL PROJECTS (CP), PROGRAMMES (P), ACTIVITIES (A)	(INPUT = I), OUTPUT = O, (OUTCOME = OC), IMPACT = IM)	WARD	BASELINE	Budget & Vote	ANNUAL TARGET 2014/2015	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
29	KPI 69	Corp	**KFA 22: Asset Management (including Fleet Asset Management)**	To ensure sound asset management	Percentage of approved annual capital budget spent to procure identified equipment/vehicles	Percentage of approved annual capital budget sent to procure identified equipment /vehicles	A	I	ALL	95% expenditure per annum	Capex	95% expenditure	15%	45%	60%	95%
30	KPI 70	Eng	**KFA 23: Electricity & Energy Efficiency**	To provide sustainable, reliable and affordable electricity to all residents by minimising the losses	Minimise percentage of electricity loss	Loss of electricity kw purchase/kw accounted for due to losses in distribution network as well as buildings	P	OC	ALL	12%	N/A	11.50%	N/A	N/A	N/A	11.50%
31	KPI 39	Eng	**KFA 24: Roads & Storm-water Infrastructure**	To plan, construct and maintain roads and storm-water infrastructure	Square meters of tarred roads resealed	Square meters of tarred road resealed (length x width)	CP	OC	ALL	75 000m²	Opex	70 000m²	10 000m²	15 000m²	20 000m²	25 000m²
32	**KPI 40**	Eng	**KFA 25: Water & Sanitation Infrastructure**	*To plan, construct and maintain water and sanitation infrastructure*	*Number of informal households (4 400) with access to water (standpipes and/or tanks)*	*Installation of standpipes at informal households*	*P*	*I*	ALL	100%	Opex	100%	100%	100%	100%	100%
33	KPI 11	Comm	**KFA 26: Landfill Sites & Transfer Stations**	To plan, construct and maintain landfill sites and transfer stations	Number of landfill sites with approved permits	Number of landfill sites with approved permits	A	O	ALL	1	Operational	1 Landfill Site with approved permit	-	-	-	1 Landfill Site with approved permit
34	KPI 07	Comm	**KFA 27: Municipal & Public Facilities (include in new KFA 11 - Sport & Recreation Programmes & Facilities, including Parks & Open Space)**	To maintain (grass and tree cutting, flowerbeds) municipal buildings , public and sport facilities under the supervision of Community Serivces	Number of public facilities relating to Community Services maintained in accordance with the maintenance plan	Number of facilities identified in maintenance plan maintained according to the approved annual budget	P	OC	ALL	19 Facilities	Opex	100% maintenance of 19 facilities	Maintain 19 facilities per 6 - 8 weeks program	Maintain 19 facilities per 6 - 8 weeks program	Maintain 19 facilities per 6 - 8 weeks program	Maintain 19 facilities per 6 - 8 weeks program
35	KPI 16	Corp	**KFA 27: Municipal & Public Facilities**	To maintain municipal buildings under the supervision of Corporate Services	Percentage implementa-tion of building mainta-nance plan	Percentage of activities identified in building maintenance plan implemented according to the approved annual budget	P	OC	ALL	95 % expenditure per annum	Opex	95 % expenditure per annum	As per plan	As per plan	As per plan	95%
36	KPI 41	Eng	**KFA 28: Water & Sanitation**	To provide sustainable, reliable and affordable water and sanitation services to all residents	Maintain percentage of water loss	kL water purchased divided by kL of water accounted for	P	OC	ALL	24%	Opex	24%	N/A	N/A	N/A	24%
37	KPI 36	Eng	**KFA 29: Electricity**	To meet the requirement of NERSA on reporting of the electricty service to public	Compilation and submission of Electricty D-Forms to NERSA	Electricity D-Forms submitted to NERSA	A	I	ALL	Annual	N/A	Electricity D-Forms submitted to NERSA	N/A	1 x Annual Submission 2013/14 D-Forms	N/A	N/A
38	KPI 01	Comm	**KFA 30: Cleansing & Waste Management**	To provide sustainable, reliable and affordable waste disposal services to all residents	Number of households with access to waste removal services	Number of households with access to waste removal savices	P	O	ALL	15195	Operational	17144	Number of households (17144) with access to waste removal services	Number of households (17144) with access to waste removal services	Number of households (17144) with access to waste removal services	Number of households (17144) with access to waste removal services
39	KPI 26	Corp	**KFA 31: Customer & Relations**	To develop, implement and maintain sound relations with all customers	Review the Services Charter in terms of contact details	Services Charter to be annually reviewed and updated to ensure relevant contact details are updated	A	I	ALL	Approved Services Charter	Opex	1 x report per annum	-	-	-	1 report
40	KPI 33	DP & H	**KFA 32: Local Economic Development (LED) & Capacity Building**	To facilitate and promote local economic growth and develop the skills capacity of the local community	Reporting on number of jobs created through the municipality's local economic development initiatives	Reporting on actual jobs created with commercial developments	A	O	ALL	No new indicator	N/A	4 reports	1 report	1 report	1 report	1 report
41	KPI 71	DP & H	**KFA 33: Spatial & Development Planning**	To plan and execute spatial development planning	Approved municipal SDF	To compile a SDF for Midvaal LM for Council consideration	A	O	ALL	1 SDF	Note applicable, internally done, own resources	Draft SDF to be submitted to Council Cycle	Status quo report	Report on spatial analysis and synthesis	Draft SDF and Public participation, submit draft SDF TO Maycom	Finalise SDF and submit to Council

5.
Ward information for expenditure and service delivery / detailed capital works plan broken down by ward over three years

Capital Projects Per Ward

Department	Project Description	2014/15 Budget	Source of Finance	Ward Number
MAIN SEWER	Mamello Bulk Sewer Servitude	100 000,00	CRR	1
WATER SERVICES	Mamello Bulk Water (MIG)	100 000,00	MIG	1
ELECTRICITY SERVICES	Risiville Substation (Bulk Contribution)	5 000 000,00	Developer Contributions	2
ELECTRICITY SERVICES	Danie McLean Park Lighting	20 000,00	CRR	3
ELECTRICITY SERVICES	Streetlights in Henley on Klip	750 000,00	CRR	4
MAIN SEWER	Extension to Daleside Sewer (MIG)	6 000 000,00	MIG	5
LIBRARIES	Lakeside Library (DSRAC)	1 200 000,00	Grants Other	6
SPORT & RECREATION	Lakeside Sport Centre (MIG)	4 500 000,00	MIG	6
WATER SERVICES	Lakeside Rand Water Connection (upgrade)	1 000 000,00	Developer Contributions	6
ELECTRICITY SERVICES	Sicelo Elec Network (Erf 204) (Carry Over)	2 500 000,00	External Loans (Carry Over)	8
ENGINEERING ADMIN	Sicelo Basic Services (Carry over)	1 300 000,00	External Loans (Carry Over)	8
SPORT & RECREATION	Sicelo Football field (MIG)	1 500 000,00	MIG	10
ELECTRICITY SERVICES	Upgrade S10 substation	550 000,00	Developer Contributions	10
ELECTRICITY SERVICES	Upgrade S16 substation	250 000,00	Developer Contributions	10
ELECTRICITY SERVICES	Sicelo Bulk Network (Erf 78 to 204) (Carry Over)	1 000 000,00	External Loans (Carry Over)	10
ELECTRICITY SERVICES	Upgrade RI 3 substation	550 000,00	Developer Contributions	13
ROADS & STORMWATER	Upgrade Intersections (Carry Over)	3 000 000,00	External Loans (Carry Over)	14
ROADS & STORMWATER	Purchase of Erf 1023 Meyerton (servitude)	220 000,00	CRR	14
ROADS & STORMWATER	Upgrade Gravel Roads (Carry Over)	1 000 000,00	External Loans (Carry Over)	1 & 7
MAIN SEWER	Upgrade Sewer Pump Stations & Rising Mains	500 000,00	CRR	3, 8 & 10
MAIN SEWER	Upgrade of Sewers Sicelo (MIG)	6 000 000,00	MIG	3, 8 & 10
WATER SERVICES	Sicelo/Highbury (Valley Settlements) Reservoir & Main (counter funding)	4 500 000,00	External Loans	4 & 5
WATER SERVICES	Sicelo/Highbury (Valley Settlements) Reservoir & Main (MIG)	3 000 000,00	MIG	4, 5, 8 & 10
ROADS & STORMWATER	Gravel to Tar Phase 4 (MIG)	7 585 000,00	MIG	8 & 10
ELECTRICITY SERVICES	High mast lights Sicelo	750 000,00	CRR	8 and 10
MAIN SEWER	3 x Standby Pumps	120 000,00	CRR	All
MAIN SEWER	Underground Cable Locator	95 000,00	CRR	All
PURIFICATION	Double Cab Truck	380 000,00	HP	All
PURIFICATION	Sludge Pump	120 000,00	CRR	All
ROADS & STORMWATER	3 Ton Flatbed truck (HP)	600 000,00	HP	All
MECHANICAL WORKSHOP	Camera around workshop	22 000,00	CRR	All
MECHANICAL WORKSHOP	Software for diagnostic machine	25 000,00	CRR	All
WATER SERVICES	Water tanker	1 200 000,00	Public Donations	All
WATER SERVICES	Water Meter Revenue Protection Programme	1 100 000,00	CRR	All
WATER SERVICES	Bobcat Back-hoe	100 000,00	CRR	All
WATER SERVICES	Drilling Machine	80 000,00	CRR	All
ELECTRICITY SERVICES	Streetlights in general	250 000,00	CRR	All
ELECTRICITY SERVICES	Prepay PLC meters	2 000 000,00	Network Connections	All
ELECTRICITY SERVICES	Extention to building + equipment (network control officers)	530 000,00	CRR	All
ELECTRICITY SERVICES	High mast lights De Deur	1 400 000,00	CRR	All
ELECTRICITY SERVICES	New connections	1 200 000,00	Network Connections	All
SAVANNA CITY	Computer Hardware	40 000,00	CRR	Ops requirement
SAVANNA CITY	Equipment	20 000,00	CRR	Ops requirement
SAVANNA CITY	Furniture	100 000,00	CRR	Ops requirement
SAVANNA CITY	Motor Vehicles	510 000,00	CRR	Ops requirement
SAVANNA CITY	Building of mini waste transfer station	200 000,00	CRR	Ops requirement
SAVANNA CITY	Building of informal trading facilities	500 000,00	CRR	Ops requirement
SPEAKER'S OFFICE	Laptop Requirements-speakers office	15 000,00	CRR	Ops requirement
MAYOR'S OFFICE	Additional Vehicle	250 000,00	CRR	Ops requirement
CORPORATE SERVICES ADMIN	Thin client device / screen / keyboard / mouse / software x 10	70 000,00	CRR	Ops requirement
CORPORATE SERVICES ADMIN	Sound system for Council chamber (committees)	120 000,00	CRR	Ops requirement
CORPORATE SERVICES ADMIN	Additional Storage Facilities	170 000,00	CRR	Ops requirement
CORPORATE SERVICES ADMIN	Additional Carports	250 000,00	CRR	Ops requirement
CORPORATE SERVICES ADMIN	12 x Laptops - councillors	120 000,00	CRR	Ops requirement
COUNCIL BUILDINGS	Projector for use in Council halls	50 000,00	CRR	Ops requirement
COUNCIL BUILDINGS	3 x double door fridges (Rothdene & Lakeside)	25 000,00	CRR	Ops requirement
IT	Network infrastructure	470 000,00	CRR	Ops requirement
MANAGEMENT SERVICES	4 x Desktop - Thin client technology	15 000,00	CRR	Ops requirement
MANAGEMENT SERVICES	1 x Laptop (replacement, recruitment)	12 000,00	CRR	Ops requirement
MANAGEMENT SERVICES	HR Building Renovations	150 000,00	CRR	Ops requirement
MANAGEMENT SERVICES	Clocking System	600 000,00	CRR	Ops requirement
MANAGEMENT SERVICES	Office Furniture	56 000,00	CRR	Ops requirement
MANAGEMENT SERVICES	Filing Cabinets - filing room	40 000,00	CRR	Ops requirement
FINANCIAL SERVICES	Office Furniture (New Vacancies) (FMG)	40 000,00	Grants Other	Ops requirement
FINANCIAL SERVICES	IT Equipment (Computers and Printers for replacement) (FMG)	40 000,00	Grants Other	Ops requirement
FINANCIAL SERVICES	SCM: Electronic Stacker (FMG)	20 000,00	Grants Other	Ops requirement
FINANCIAL SERVICES	Furniture and fittings and Stores building	40 000,00	CRR	Ops requirement
DEVELOPMENT & PLANNING AD	Thin client device / screen / keyboard / mouse / license/ software x 10	50 000,00	CRR	Ops requirement
DEVELOPMENT & PLANNING AD	Office Furniture (New Vacancies)	60 000,00	CRR	Ops requirement
DEVELOPMENT & PLANNING AD	1 x Laptop	15 000,00	CRR	Ops requirement
LIBRARIES	Furniture & Equipment (DSRAC)	250 000,00	Grants Other	Ops requirement
LIBRARIES	HOK Library kitchen upgrade -blinds burglar proofing	150 000,00	Grants Other	Ops requirement
LIBRARIES	6 x 3M Library security system	150 000,00	Grants Other	Ops requirement
LIBRARIES	1 x LDV and 1 x Avanza	400 000,00	Grants Other	Ops requirement
LIBRARIES	New Savannah City Library	300 000,00	Grants Other	Ops requirement
LIBRARIES	De Deur Roof Upgrade	300 000,00	CRR	Ops requirement
SWIMMING POOL	Renovation of swimming pool Chemical Store	60 000,00	CRR	Ops requirement
SWIMMING POOL	Renovation of House	40 000,00	CRR	Ops requirement
SOCIAL SERVICES ADMIN	Equipment - ECD Centre	100 000,00	CRR	Ops requirement
FIRE SERVICES	Training Simulator (Aisco Fire Trainer)	522 000,00	CRR	Ops requirement
FIRE SERVICES	People Transporter	320 000,00	HP	Ops requirement
TRAFFIC POLICE	Dragor Alcohol Machine	200 000,00	CRR	Ops requirement
TRAFFIC POLICE	Traffic Vehicles	680 000,00	HP	Ops requirement
TRAFFIC POLICE	Weighbridge and Equipment (Income generating)	384 000,00	CRR	Ops requirement
PARKS	2 x 2.0 LDV (New)	420 000,00	HP	Ops requirement
PARKS	4 x Slashers	120 000,00	CRR	Ops requirement
PARKS	1 x 3 Ton trucks with canopy (HP)	600 000,00	HP	Ops requirement
PARKS	2 x Large Chainsaws	40 000,00	CRR	Ops requirement
PARKS	Brush cutters	130 000,00	CRR	Ops requirement
PARKS	4 x Kudus	80 000,00	CRR	Ops requirement
PARKS	Tractor Replacement (Insurance)	279 000,00	CRR	Ops requirement
PARKS	Slasher Replacement (Insurance)	35 000,00	CRR	Ops requirement
SPORT & RECREATION	1 x Ladder and scaffolding	20 000,00	CRR	Ops requirement
SOLID WASTE MANAGEMENT	Skip Bins	250 000,00	CRR	Ops requirement
SOLID WASTE MANAGEMENT	1 x TLB (HP)	1 200 000,00	HP	Ops requirement
SOLID WASTE MANAGEMENT	1 x 3 Ton Truck (HP)	600 000,00	HP	Ops requirement
ELECTRICITY SERVICES	Ripple Controllers	200 000,00	CRR	Ops requirement

Department	Project Description	2014/15 Budget	Source of Finance	Ward Number
ELECTRICITY SERVICES	New OCB at G1 Sub	120 000,00	CRR	Ops requirement
ELECTRICITY SERVICES	1x TLB (HP)	900 000,00	HP	Ops requirement
ELECTRICITY SERVICES	Wacker	150 000,00	CRR	Ops requirement
ELECTRICITY SERVICES	2 x Air Driven Compactors	190 000,00	CRR	Ops requirement
ELECTRICITY SERVICES	75mm Grunumat Moll Drill	250 000,00	CRR	Ops requirement
ELECTRICITY SERVICES	2 x Minibus	500 000,00	HP	Ops requirement
ELECTRICITY SERVICES	Portable Cherry Picker	200 000,00	CRR	Ops requirement
ENGINEERING ADMIN	Laptop (MIG)	20 000,00	MIG	Ops requirement
ENGINEERING ADMIN	Computer Equipment (Thin client technology)	100 000,00	CRR	Ops requirement
WATER SERVICES	Panels and Pumps	450 000,00	CRR	Various
WATER SERVICES	Replacement of AC Pipes	4 900 000,00	External Loans	Various
PURIFICATION	Debottlenecking of Meyerton Water Treatment Works	636 545,00	CRR	
		R 82 391 545,00		

CAPITAL WORKS PLAN BROKEN DOWN OVER THREE YEARS

PROJECT	Source of funding	F01 2014/2015 Final Budget	F02 2015/2016 Final Budget	F03 2016/2017 Final Budget
SAVANNA CITY				
Computer Hardware	CRR	40 000,00	60 000,00	60 000,00
Equipment	CRR	20 000,00	50 000,00	50 000,00
Furniture	CRR	100 000,00	100 000,00	100 000,00
Motor Vehicles	CRR	510 000,00	600 000,00	600 000,00
Building of mini waste transfer station	CRR	200 000,00		
Building of informal trading facilities	CRR	500 000,00		
Total Departmental Capital Budget		**1 370 000,00**	**810 000,00**	**810 000,00**
SPEAKER'S OFFICE				
Building alterations - speakers office	CRR		250 000,00	
Laptop Requirements-speakers office	CRR	15 000,00		
Total Departmental Capital Budget		**15 000,00**	**250 000,00**	-
MAYOR'S OFFICE				
Additional Vehicle	CRR	250 000,00		
Total Departmental Capital Budget		**250 000,00**	-	-
CORPORATE SERVICES ADMIN				
Furniture and Equipment	CRR		100 000,00	100 000,00
Vehicle replacements	CRR		580 000,00	580 000,00
Thin client device / screen / keyboard / mouse / software x 10	CRR	70 000,00		
Sound system for Council chamber (committees)	CRR	120 000,00		
Additional Storage Facilities	CRR	170 000,00		
Additional Carports	CRR	250 000,00		
12 x Laptops - councillors	CRR	120 000,00		
Total Departmental Capital Budget		**730 000,00**	**680 000,00**	**680 000,00**
COUNCIL BUILDINGS				
Projector for use in Council halls	CRR	50 000,00		
3 x double door fridges (Rothdene & Lakeside)	CRR	25 000,00		
Total Departmental Capital Budget		**75 000,00**	-	-
IT				
IT Network infrastructure	CRR	470 000,00	-	-
Total Departmental Capital Budget		**470 000,00**	-	-
MANAGEMENT SERVICES				
Furniture and Equipment	CRR		50 000,00	50 000,00
4 x Desktop - Thin client technology	CRR	15 000,00		
1 x Laptop (replacement, recruitment)	CRR	12 000,00		
HR Building Renovations	CRR	150 000,00		
Clocking System	CRR	600 000,00		
Office Furniture	CRR	56 000,00		
Filing Cabinets - filing room	CRR	40 000,00		
Total Departmental Capital Budget		**873 000,00**	**50 000,00**	**50 000,00**
FINANCIAL SERVICES				
Furniture and Equipment	CRR		100 000,00	100 000,00
Vehicle replacements	CRR		400 000,00	400 000,00
Office Furniture (New Vacancies) (FMG)	Grants Other	40 000,00	60 000,00	60 000,00
IT Equipment (Computers and Printers for replacement) (FMG)	Grants Other	40 000,00	60 000,00	60 000,00
SCM: Electronic Stacker (FMG)	Grants Other	20 000,00		
Furniture and fittings and Stores building	CRR	40 000,00		
Total Departmental Capital Budget		**140 000,00**	**620 000,00**	**620 000,00**
DEVELOPMENT & PLANNING ADMIN				
Furniture and Equipment	CRR		50 000,00	50 000,00
Thin client device / screen / keyboard / mouse / license/ softw	CRR	50 000,00		
Office Furniture (New Vacancies)	CRR	60 000,00		
1 x Laptop	CRR	15 000,00		
Total Departmental Capital Budget		**125 000,00**	**50 000,00**	**50 000,00**
LED				
Shelters for Informal Traders (MIG)	MIG		600 000,00	750 000,00
Total Departmental Capital Budget		-	**600 000,00**	**750 000,00**
LIBRARIES				
Lakeside Library (DSRAC)	Grants Other	1 200 000,00		
Furniture & Equipment (DSRAC)	Grants Other	250 000,00		
HOK Library kitchen upgrade -blinds burglar proofing	Grants Other	150 000,00		
6 x 3M Library security system	Grants Other	150 000,00		
1 x LDV and 1 x Avanza	Grants Other	400 000,00		
New Savannah City Library	Grants Other	300 000,00	5 000 000,00	
De Deur roof Upgrade	CRR	300 000,00		
Total Departmental Capital Budget		**2 750 000,00**	**5 000 000,00**	-

PROJECT	Source of funding	F01 2014/2015 Final Budget	F02 2015/2016 Final Budget	F03 2016/2017 Final Budget
CEMETRIES				
New C Class Cemetary Kookrus	MIG	-		
Total Departmental Capital Budget		-	-	-
SOCIAL SERVICES ADMIN				
Furniture and Equipment	CRR		1 000 000,00	1 000 000,00
Vehicle replacements	HP		2 000 000,00	2 000 000,00
Equipment - ECD Centre	CRR	100 000,00		
Total Departmental Capital Budget		**100 000,00**	**3 000 000,00**	**3 000 000,00**
FIRE SERVICES				
Training Simulator (Aisco Fire Trainer)	CRR	522 000,00		
Fire Station Vaal Marina (MIG)	MIG		7 000 000,00	
People Transporter	HP	320 000,00		
Total Departmental Capital Budget		**842 000,00**	**7 000 000,00**	-
TRAFFIC POLICE				
Furniture and Equipment	CRR		350 000,00	350 000,00
Vehicle replacements	HP		1 000 000,00	1 000 000,00
Dragor Alcohol Machine	CRR	200 000,00		
Traffic Vehicles	HP	680 000,00		
Portable Weighbridge (Income generating)	CRR	384 000,00		
Total Departmental Capital Budget		**1 264 000,00**	**1 350 000,00**	**1 350 000,00**
PARKS				
2 x 2.0 LDV (New)	HP	420 000,00		
4 x Slashers	CRR	120 000,00		
1 x 3 Ton trucks with canopy (HP)	HP	600 000,00		
2 x Large Chainsaws	CRR	40 000,00		
Brush cutters	CRR	130 000,00		
4 x Kudus	CRR	80 000,00		
Tractor Replacement (Insurance)	CRR	279 000,00		
Slasher Replacement (Insurance)	CRR	35 000,00		
Total Departmental Capital Budget		**1 704 000,00**	-	-
SPORT & RECREATION				
Lakeside Sport Centre (MIG)	MIG	3 000 000,00	4 500 000,00	2 500 000,00
Sicelo Football field (MIG)	MIG	3 000 000,00		
1 x Ladder and scaffolding	CRR	20 000,00		
Total Departmental Capital Budget		**6 020 000,00**	**4 500 000,00**	**2 500 000,00**
SWIMMING POOL				
Renovation of swimming pool Chemical Store	CRR	60 000,00		
Renovation of House	CRR	40 000,00		
Total Departmental Capital Budget		**100 000,00**	-	-
MAIN SEWER				
Upgrade Sewer Pump Stations & Rising Mains	CRR	500 000,00		
Upgrade of Sewers Sicelo (MIG)	MIG	6 000 000,00		
Extension to Daleside Sewer (MIG)	MIG	6 000 000,00	200 000,00	5 000 000,00
Mamello Bulk Sewer Servitude	CRR	100 000,00		
3 x Standby Pumps	CRR	120 000,00		
Underground Cable Locator	CRR	95 000,00		
Total Departmental Capital Budget		**12 815 000,00**	**200 000,00**	**5 000 000,00**
PURIFICATION				
Double Cab Truck	HP	380 000,00		
Sludge Pump	CRR	120 000,00		
Debottlenecking Meyerton Waste Water Treatment Works	CRR	636 545,00	-	
Total Departmental Capital Budget		**1 136 545,00**	-	-
SOLID WASTE MANAGEMENT				
Skip Bins	CRR	250 000,00		
Upgr Walkerville Landfill Site (GS/SA/7089/9/10(MIG)	MIG		420 000,00	
Upg Vaalmarina landfill Site (GS/SA/8368/11/12 (MIG)	MIG		2 400 000,00	
Upg Vaalmarina Trf Station (GS/GA/83621/11/12)(MIG)	MIG		2 000 000,00	
1 x TLB (HP)	HP	1 200 000,00		
1 x 3 Ton Truck (HP)	HP	600 000,00		
Total Departmental Capital Budget		**2 050 000,00**	**4 820 000,00**	-
ROADS & STORMWATER				
Upgrade Intersections (Carry Over)	External Loans (Carry Over)	3 000 000,00		
Gravel to Tar Phase 4 (MIG)	MIG	7 585 000,00	760 000,00	4 788 000,00
Henley Weir Pedestrian Bridge (MIG)	MIG	-	-	-
Upgrade Gravel Roads (Carry Over)	External Loans (Carry Over)	1 000 000,00		
3 Ton Flatbed truck (HP)	HP	600 000,00		
Purchase of Erf 1023 Meyerton (servitude)	CRR	220 000,00		
Total Departmental Capital Budget		**12 405 000,00**	**760 000,00**	**4 788 000,00**

PROJECT	Source of funding	F01 2014/2015 Final Budget	F02 2015/2016 Final Budget	F03 2016/2017 Final Budget
MECHANICAL WORKSHOP				
Camera around workshop	CRR	22 000,00		
Software for diagnostic machine	CRR	25 000,00		
Total Departmental Capital Budget		**47 000,00**	-	-
WATER SERVICES				
Water tanker (HP)	Public Donations	1 200 000,00	1 300 000,00	1 500 000,00
Water Meter Revenue Protection Programme	CRR	1 100 000,00	1 200 000,00	1 200 000,00
Panels and Pumps	CRR	450 000,00		
Sicelo/Highbury (Valley Settlements) Reservoir & Main (MIG)	MIG	3 000 000,00	12 000 000,00	18 000 000,00
Sicelo/Highbury (Valley Settlements) Reservoir & Main (counte	External Loans	4 500 000,00	5 000 000,00	
Mamello Bulk Water (MIG)	MIG	100 000,00		
Replacement of AC Pipes	External Loans	4 900 000,00		
Bobcat Back-hoe	CRR	100 000,00		
Drilling Machine	CRR	80 000,00		
Lakeside Rand Water Connection (upgrade)	Developer Contributions	1 000 000,00		
Total Departmental Capital Budget		**16 430 000,00**	**19 500 000,00**	**20 700 000,00**
ELECTRICITY SERVICES				
Ripple Controllers	CRR	200 000,00		
Streetlights in general	CRR	250 000,00		
Prepay PLC meters	Network connections	2 000 000,00	2 000 000,00	2 000 000,00
Upgrade RI 3 substation	Developer Contributions	550 000,00		
Upgrade S10 substation	Developer Contributions	550 000,00		
Upgrade S16 substation	Developer Contributions	250 000,00		
Extention to building + equipment (network control officers)	CRR	530 000,00		
Danie McLean Park Lighting	CRR	20 000,00		
High mast lights Sicelo	CRR	750 000,00		
High mast lights De Deur	CRR	1 400 000,00		
Streetlights in Henley on Klip	CRR	750 000,00		
Upgrade lines in Chrissiesfontein	Developer Contributions			3 500 000,00
Feeder supply to S16	Developer Contributions		3 500 000,00	
Risiville Substation (Bulk Contribution)	Developer Contributions	5 000 000,00	5 000 000,00	
Energy Efficiency (EEDSMG)	Grants Other		5 000 000,00	10 000 000,00
Electrical Reticulation (new areas)	Developer Contributions			5 000 000,00
Sicelo Bulk Network (Erf 78 to 204) (Carry Over)	External Loans (Carry Over)	1 000 000,00		
Sicelo Elec Network (Erf 204) (Carry Over)	External Loans (Carry Over)	2 500 000,00		
New OCB at G1 Sub	CRR	120 000,00		
1x TLB (HP)	HP	900 000,00		
New connections	Network connections	1 200 000,00		
Wacker	CRR	150 000,00		
2 x Air Driven Compactors	CRR	190 000,00		
75mm Grunumat Moll Drill	CRR	250 000,00		
2 x Minibus	HP	500 000,00		
Portable Cherry Picker	CRR	200 000,00		
Total Departmental Capital Budget		**19 260 000,00**	**15 500 000,00**	**20 500 000,00**
ENGINEERING ADMIN				
Furniture and Equipment	CRR		1 000 000,00	1 000 000,00
Vehicle replacements	HP		2 000 000,00	2 000 000,00
Laptop (MIG)	MIG	20 000,00		
Computer Equipment (Thin client technology)	CRR	100 000,00		
Sicelo Basic Services (Carry over)	External Loans (Carry Over)	1 300 000,00	8 000 000,00	
Total Departmental Capital Budget		**1 420 000,00**	**11 000 000,00**	**3 000 000,00**

6.
Approval

Midvaal Local Municipality
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MIDVAAL
LOCAL MUNICIPALITY

APPROVAL OF SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2014/2015
SECTION 53(1)(c)(ii) OF THE MFMA

The above-mentioned legislation stipulates per Section 53(1)(c)(ii) that:

> *"the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget"*

Council, at its meeting held on 29 May 2014 per item _____, approved the draft budget 2014/2015. In order to give effect to the above-mentioned legislation, the draft service delivery & budget implementation plan 2014/2015 is attached for approval.

Approved for submission to the Executive Mayor.

_____ _____
MR. A.S.A. DE KLERK **DATE**
MUNICIPAL MANAGER

Received by the Executive Mayor (14 days after approval of the budget)

_____ _____
COUNCILLOR B. BALOYI **DATE**
EXECUTIVE MAYOR

Approved ☐	**NOT APPROVED** ☐
_____	_____
COUNCILLOR B. BALOYI	**DATE**
EXECUTIVE MAYOR	

Chapter

6

Performance Management

Chapter 1:	Introduction
Chapter 2:	Situational Analysis
Chapter 3:	Development Strategies
Chapter 4:	Support Plans
Chapter 5:	Service Delivery and Budget Implementation Plan (SDBIP)
Chapter 6:	**Performance Management**
Annexures	

MIDVAAL LOCAL MUNICIPALITY (MLM)

PERFORMANCE MANAGEMENT POLICY

2013

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1. Acronyms

CCR	Core Competency Requirement
IDP	Integrated Development Plan
KFA	Key Focus Area
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
MMC	Member of the Mayoral Council
MFMA	Municipal Financial Management Act
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
PA	Performance Appraisal
PMS	Performance Management System
SALGA	South African Local Government Association
SALGBC	South African Local Government Bargaining Council
MLM	Midvaal Local Municipality
NTFMPPI	National Treasury Framework for Managing Programme Performance Information

2. Definitions

Activity	It is an action or task that is performed with the intension of achieving the Key Focus Areas (KFAs)
Baseline	It is the actual results of a project, programme or activity achieved during the previous financial year(s)
Driver	It is the person who takes ownership to execute a project, programme or activity
Employee	A person employed by the MLM as a Municipal Manager or as a Manager directly accountable to the Municipal Manager, and all other personnel employed permanently by the municipality
Employer	The MLM as represented by the Executive Mayor or the Municipal Manager, as the case may be
Employment Contract	A contract as contemplated in Section 56 of the Municipal Systems Act, as amended
MLM	Midvaal Local Municipality
Key Focus Area (KFA)	It is those areas in which the municipality must perform to ensure that the Key Performance Areas are achieved
Key Performance Area (KPA)	It is the performance area in which the municipality must perform to achieve its Mission and Vision
Key Performance Indicator (KPI)	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the strategic objectives and KPAs
National Key Performance Area (NKPA)	This is a key area of focus determined at national level and is mandatory to all municipalities in South Africa
National Key Performance Indicator (NKPI)	This is a key indicator determined at national level and is mandatory for all municipalities in South Africa to regularly report on
National Outcomes	This refers to the 12 outcomes determined by National Government of which Outcome 9 is focussing specifically on local government
Performance Agreement	An agreement as contemplated in Section 56 of the Municipal Systems Act, as amended
Performance Indicator	It defines how performance will be measured along a scale or dimension (e.g. number of houses, km of road, percentage increase, etc.) to achieve the Key Focus Areas (KFAs)
Policy	Basic performance management principles by which the municipality is guided
Portfolio of Evidence (PoE)	It is a file with a clear "paper trail" that serves as proof of the execution of a specific project, programme or activity.(It can include documents, pictures or any other form of evidence)
Programme	A sequence of scheduled activities and / or projects executed with the intension of achieving the Key Focus Areas (KFAs)
Project	It is an initiative that is executed over a specific period of time with a defined beginning and end with the intension of achieving the Key Focus Areas (KFAs). (It can be capital intensive or any other project)
Strategic Objective	It translates the Key Performance Area (KPA) into an outcome statement
Strategy	A plan of action designed to achieve the MLM's Vision
System	Detailed method and procedures formulated to carryout performance management
Target	It completes the performance indicator with actual numbers, percentages, rand values, etc. To be achieved over a specific period of time.

3. Introduction

Effective performance management is fundamental to the delivery of excellent local services. Local government has achieved improvements in recent years, however, councils are recognising that they need to continue to develop and embed their approaches if they are to achieve further improvements.

Integrated Development Planning and Performance Management were introduced to realise the developmental role of local government.Whilst the Integrated Development Plan (IDP) provides a framework for strategic decision-making, performance management must ensure that the desired results are achieved during implementation to ensure the correctness of the strategic direction of the objectives, strategies and projects put forward by the IDP.

Performance management is a strategic approach to management, which equips leaders, managers, workers and stakeholders at different levels with a set of tools and techniques to:

- regularly plan;
- continuously monitor;
- periodically measure; and
- review performance,

of the organisation in terms of indicators and targets for:

- efficiency;
- effectiveness; and
- impact.

A Performance Management System (PMS) entails a framework that describes and represents how the municipality's process of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organised and managed, including determining the different role players.This policy document guides the development of a PMS for the Midvaal Local Municipality (MLM). It also forms the basis of aligning the IDP with the operational SDBIPs, performance areas and performance indicators of the various departments of the MLM.

4. Legislative and Policy Framework

Legislative enactments which govern performance management in municipalities are found in various documents. As outlined in Section 40 of the Municipal Systems Act of 2000, MLM must establish mechanisms to monitor and review its Performance Management System (PMS) so as to measure, monitor, review, evaluate and improve performance at organisational, departmental and employee levels.

Section 34 of the MSA furthermore point out that the Integrated Development Plan (IDP) has to be reviewed on an annual basis, and that during the IDP Review process the Key Performance Areas, Key Performance Indicators and Performance Targets are reviewed and that this review will form the basis for the review of the municipal PMS and Performance Agreements of Senior Managers.

The Performance Management Systemis informed by the following legislation and policies:

- The Constitution of the Republic of South Africa, Act 108 of1996 and as amended;
- Local Government: Municipal Systems Act, Act 32 of 2000 as amended;
- Local Government: Municipal Structures Act, Act 117 of 1998;
- Local Government: Municipal Finance Management Act (MFMA), Act 56 of 2003;

- Local Government: Municipal Planning &Performance Management Regulations, 2001 (R.796)
- Local Government: Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006;
- National Treasury: Framework for Managing Programme Performance Information, 2007;
- National Treasury: MFMA Circular 63 (Annual Report: Guidelines - update);
- National Treasury: MFMA Circular 13 (Services Delivery and Budget Implementation Plan);
- National Treasury: MFMA Circular 32 (The Oversight Report);
- Batho Pele White Paper.

Other legislation that impacts on and relates to performance management includes:

- Labour Relations Act, Act 66 of 1995: Code of Good Practice;
- Basic Conditions of Employment Act, Act 75 of 1997;
- Employment Equity Act, Act55 of 1998;
- The Skills Development Amendment Act, Act 31 of 2003;
- Promotion of Access to Information Act, Act 2 of 2000.

Although it is not considered necessary to go into detail in respect of all the legislation it is important to give a brief overview of the most important legislative provisions set out in:

- The Municipal Systems Act No. 32 of 2000 as amended;
- The Municipal Planning and Performance Management Regulations of 2001;
- The Municipal Finance Management Act, Act 56 of 2003;
- The Municipal Performance Regulations of 2006 for Municipal Managers and Managers directly Accountable to Municipal Managers.

Summaries of the provisions relating to organisational performance management are therefore set out hereunder:

4.1 The Municipal Systems Act, 32 of 2000

Chapter 6 of the Municipal Systems Act (2000) as amended provides briefly that a municipality must:

1. Develop a performance management system (PMS);
2. Promote a performance culture;
3. Administer its affairs in an economical, effective, efficient and accountable manner;
4. Set Key Performance Indicators (KPI's) as a yardstick for measuring performance;
5. Set targets to monitor and review the performance of the municipality based on indicators linked to their IDP;
6. Monitor and review performance at least once per year;
7. Take steps to improve performance;
8. Report on performance to relevant stakeholders;
9. Publish an annual performance report on performance of the municipality forming part of its annual report as per the provisions of the Municipal Finance Management Act of 2003;
10. Incorporate and report on a set of general (sometimes also referred to as national) indicators prescribed by the National Minister of Provincial and Local Government;
11. Conduct an internal audit of all performance measures/indicators on a continuous basis;
12. Have their annual performance report audited by the Auditor-General; and
13. Involve the community in setting indicators and targets and in reviewing municipal performance.

Sections 55 to 58 of the Municipal Systems Act further outline the provisions on the employment and functions of the Municipal Manager and Managers directly accountable to the Municipal Manager.

4.2 The Municipal Planning and Performance Management Regulations of 2001

In summary the Regulations provide that a municipality's Performance Management System must:

1. Entail a framework that describes and represents how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will beconducted;
2. Comply with the requirements of the Municipal Systems Act; and
3. Relate to the municipality's employee performance management processes and be linked to the municipality's IDP.

A municipality must:

1. Set key performance indicators (KPI's) including input, output and outcome indicators in consultation with communities;
2. Annually review its Key Performance Indicators;
3. Set performance targets for each financial year;
4. Measure and report on the relevant nationally prescribed key performance outcome;
5. Measure and report on the six national local government KPA's;
6. Report on performance to Council at least twice a year;
7. As part of its internal audit process audit the results of performance measurement;
8. Appoint a performance audit committee; and
9. Provide secretarial support to the said audit committee.

4.3 The Municipal Finance Management Act, 56 of 2003 (MFMA)

The Municipal Finance Management Act also contains various important provisions relating to performance management. In terms of the Act all municipalities must:

1. Annually adopt a service delivery and budget implementation plan with service delivery targetsand performance indicators;
2. When considering and approving the annual budget, set measurable performance targets for revenue from each source and for each vote in the budget;
3. Empower the Executive Mayor or Executive Committee to approve the Service Delivery and Budget Implementation Plan and the Performance Agreements of the Municipal Managers andthe Managers directly accountable to the Municipal Manager; and
4. Compile an annual report, which must, amongst others things, include the municipality's performance report compiled in terms of the Municipal Systems Act.

The Municipal Systems Act and the Municipal Finance Management Act require that the PMS be reviewed annually in order to align itself with the reviewed Integrated Development Plan (IDP). In consequence of the reviewed organisational performance management system it then becomes necessary to also amend the scorecards of the Municipal Manager and Section 56-Managers in line with the cascading effect of performance management from the organisational to the departmental and eventually to employee levels.

4.4 The Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers of 2006

This legislation regulates the management of the Section 56-employees of a municipality by providing an outline of employment contracts, performance agreements, performance plans, employee development, empowerment, measures/indicators and performance evaluation processes. These regulations further provide criteria for performance assessment and the 5-point

rating upon which performance of an individual need to be scored during the assessment and evaluation.

5. Objectives of Performance Management

A municipality's PMS is the primary mechanism to monitor, review and improve the implementation of its IDP and to gauge the progress made in achieving the objectives as set out in the IDP. The PMS process plan includes the following objectives that the system should in addition fulfil:

5.1 Facilitate Increased Accountability

The performance management system should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council and the municipal management team.

5.2 Facilitate Learning and Improvement

The PMS should facilitate learning in order to enable the Municipality to improve delivery.

5.3 Provide Early Warning Signals

It is important that the system ensure decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, if necessary.

5.4 Facilitate Decision-making

The performance management system should provide appropriate management information that will allow efficient, effective and informed decision-making, particularly on the allocation of resources.

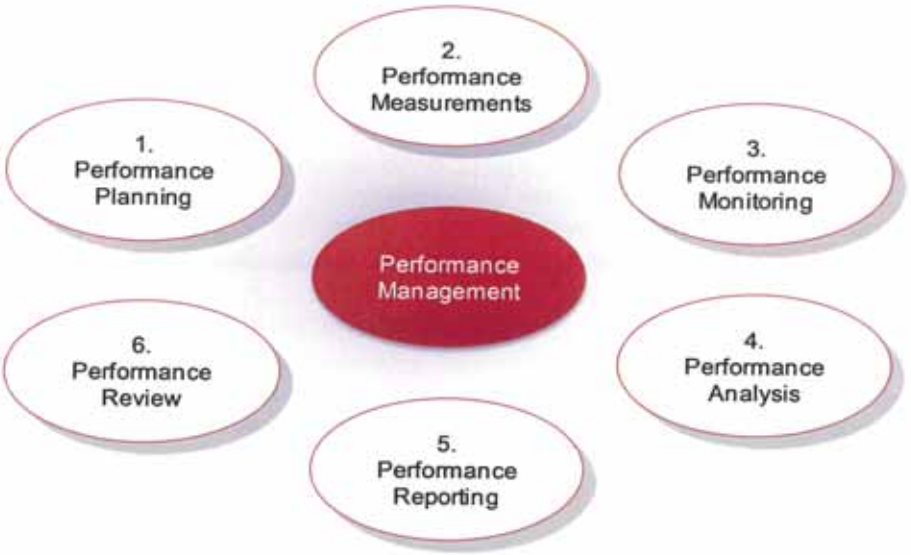
The objectives are also for the performance management system to serve as a primary mechanism to monitor, review and improve the implementation of the MLM's IDP. Performance management is viewed as a tool that improves the overall performance of the municipality.

6. Performance Management Framework

The Municipality must develop, as part of the performance management system (PMS), aframework which will deal with the "how" to work with performance information. A performance management framework is the way the Municipality collects, presents and uses its performance information. It is a practical plan, made up of mechanisms and processes, for the Municipality to collect, process, arrange and classify, examine and evaluate, audit, reflect on and report performance information. These mechanisms and processes work in a cycle which must be linked to the Municipality's normal planning (IDP and otherwise) and the annual budgeting cycle.

6.1 Components of Performance Management Framework

The annual process of managing performance at organisational level in the MLM involves the steps as set out in the diagram below:



6.2 Clarifying Roles and Responsibilities of Stakeholders and Roleplayers

It is important to understand the duties, roles and responsibilities of the different stakeholders androleplayers in the various processes that together constitute the framework of the PMS. It isimportant that the accountabilities and relationships and priorities of the various stakeholders are setto ensure that there is a complete understanding of the participation, consultation and involve-mentof all stakeholders for maximum inputs into, and success of the PMS.

The PMS is a componentofmunicipal governance and management systems that is aimed at ensuring that the performance ofthe Municipality is developmental, while complementing the planning and budgeting processes asan integral part of organisational and individual management. It involves a wide variety of stakeholders, all of whom play a vital and integral part in the overall success of the PMS. There area variety of tasks that have been identified as being an integral part of the PMS. The schedulehereunder sets out the tasks, which should not be seen as a chronological sequence of occurrencesand events. The tasks, together with the appro-priate stakeholders/roleplayers (with their roles andresponsibilities), are the following:

TASK	STAKEHOLDERS / ROLL-PLAYERS	ROLES & RESPONSIBILITIES
Developing and sanctioning the performance management process	**Mayoral Committee**	Ratify and adopt the PMS Policy
Developing measures/indicators	**Officials**	Provide the IDP documentation and (when appropriate) the PMS documentation of the previous reporting period
		Provide inputs into the process with reference to the available resources within their respective departments
		Document the measures/indicators
		Provide the schedule of measures/indicatorsto relevant stakeholders
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
	Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements

Setting Targets	**Officials**	Provide inputs into the process with reference to the available resources within their respective departments
		Document the targets
		Provide and publicise the schedule of targets to the relevant stakeholders
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations
	Local Community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
Linking measures/indicators and targets to performance commitments of staff	**Municipal Manager**	Prepare performance agreements with agreed and approved measures/indicators and targets
		Ensure that the measures/indicators and targets in the performance agreements of senior managers are linked with his / her agreement
		Ensure that all senior managers performance agreements are published
		Provide inputs into senior managers performance agreements
		Ensure that the measures/indicatorsand targets of the departments and sub-ordinates are linked with the senior managers agreements
	Mayoral Committee	Ratify and adopt the performance agreements
Monitoring and Evaluation	**Executive Mayor**	Monitor and evaluate (according to agreed sche-dule) the measures/indicators and targets of the Municipal Manager
	Municipal Manager	Monitor and evaluate (according to the agreed schedule) the measures/indicators and targets of senior managers
		Ensure that the results are documented and publicised to the relevant stakeholders
Information collection, processing and analysis	**Councillors**	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Ensure with the council officials that all informa-tion is made available
		Examination, scrutiny and critical analysis of measures/indicators, targets, outputs and outcomes
	Officials	Collect, process and provide the relevant and appropriate information from their respective de-partments

	Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements
Auditing of information	**PM Manager**	Collect and process relevant and appropriate information from departments
		Examination, scrutiny and critical analysis of information from departments
	Performance Audit Committee	Examination, scrutiny and critical analysis of information from departments
	Auditor-General	Collect and process the relevant and appropriate information from the Municipality
		Examination, scrutiny and critical analysis of information from the Municipality
Audit Reporting	**Internal Auditor**	Provide anindependent audit report to the Audit Committee
	Performance Audit Committee	Provide an independent audit report to the Mu-nicipal Manager and Mayoral Committee
Reporting	**Municipal Manager**	Provide approved, relevant and appropriate information and reports to National- and Provincial Government; and the Auditor-General
Report to Community	**Municipal Manager**	Ensure that the results are documented and publicised to the relevant stakeholders
Review of performance management and setting of new measures/indicators and target	**Officials**	Provide inputs into the process with reference to the available resources within their respective departments
		Document the measures/indicators and targets
		Provide and publicise the schedule of revised measures/ indicators and targets to relevant stakeholders
	Councillors	Provide inputs into the process with reference to the needs and requirements of their constituents and the communities
		Engage with the officials to ensure maximum utilisation of the resources taking into account the budgetary guidelines and possible limitations in the light of the revisedmeasures/indicatorsand targets
	Local community and Stakeholders	Provide inputs into the process with reference to their specific needs and requirements in the light of the revised measures/indicators and targets

6.3 Setting Measures/indicators and Targets

The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the IDP. Performance measures/indicators and targets are used to show how the Municipality is performing on its objectives. This stage comprises setting measures/indicatorsand targets, and then gathering data and information on these measures/indicators to assess the progress of the Municipality. Performance measurement allows the MLM to compare their actual performance to their intendedperformance, and against

nationally defined minimum standards. It will also, in time, allow for the comparison of their performance against that of other Municipalities.

Performance targets are the planned level of performance or the milestones the municipality sets for itself for each indicator identified. Baseline measurements and service standards must be identified, which will serve as the measurement of the chosen indicator(s) at the start of the period. In setting targets, it is important to know how the MLM is performing at the current moment. This step also tests whether the chosen indicator is in fact measurable and whether there are any problems. The targets need to be realistic, measurable and be commensurate with available resources and capacity. The public need to be consulted on their needs and expectations in setting a target. Politicians need to give clear direction as to the importance of the target and how it will address the public need.

Targets should be informed by the development needs of communities and the development priorities of the municipality. The municipality must for each financial year set performance targets for each of the key performance indicators set by it. A performance target must be practical and realistic. It must measure the efficiency, effectiveness, quality and impact of the performance of the municipality. It must also identify administrative components, structures, bodies or persons for whom a target has been set. It is important that the set target is commensurate with available resources and the MLM's capacity. Finally targets need to be consistent with the municipality's development priorities and objectives set out in its IDP.

In order to measure progress in terms of a target during monitoring and evaluation (as discussed below), intermediate milestones, if applicable, should be specified with the same criteria as for performance targets.

The following general key performance indicators are prescribed in Section 10 of the MunicipalPlanning and Performance Management Regulations, 2001 and must be reported on annually:

1. The percentage of households with access to basic level of water, sanitation, electricity andsolid waste removal;
2. The percentage of indigent households with access to free basicservices;
3. The percentage of a municipality's capital budget actually spent on capital projects identifiedfor a particular financial year in terms of the municipality's integrated development plan;
4. The number of jobs created through municipality's local economic development initiativesincluding capital projects;
5. The number of people from employment equity target groups employed in the three highestlevels of management in compliance with a municipality's approved employment equity plan;
6. The percentage of a municipality's budget actually spent on implementing its workplace skillsplan; and
7. Financial viability as expressed by ratios that measure debt coverage, outstanding servicedebtors to revenue, and cost coverage.

National Government further has agreed on 12 outcomes as a key focus of work between now and 2014. These outcomes have been expanded into high-level outputs and activities, which in turn formed the basis of a series of performance agreements between the President and relevant Ministers. Whilst all of the outcomes can to some extent be supported through the work of local government, Outcome 9 (A responsive, accountable, effective and efficient local government system) and its 7 outputs are specifically directed at local government:

Output 1: Implement a differentiated approach to municipal financing, planning and support;
Output 2: Improving access to basic services;

Output 3: Implementation of the Community Work Programme;
Output 4: Actions supportive of the human settlement outcome;
Output 5: Deepen democracy through a refined Ward Committee model;
Output 6: Administrative and financial capability; and
Output 7: Single window of coordination.

A Key Performance Indicator (KPI) qualifies the main aspect that needs to be achieved and thus measure the progress being made in achieving the objectives.It should therefore specify the object or deliverables to be achieved and the means by which it will be measured. Depending on the nature of such KPI, it may also include specifications regarding the quantity and standards of the object, and usually includes the timing or projected phasing of delivery. Key Performance Indicators may be both strategic and operational in nature. The KPI's must be relevant to the competencies of Local Government.

The number of indicators should serve the purpose of providing an adequate view of performance. For this reason there should not be not too few to skew the picture nor be too many to make it costly and unmanageable. A balanced set of indicators that cover most areas should preferably be used. Indicators should also be set for all entities and service providers when service delivery agreements are entered into. Such indicators are to be informed by the relevant KPIs.

The municipality will use indicators as a communication tool between all levels of staff, and between the administration and council. It will also serve to identify the gaps between IDP strategies and the operational plans of the various departments. All indicators should be measurable, simple, precise, relevant, adequate and objective.

6.3.1 Types of Indicators

The following types of indicators will be used:

1. Input Indicators

These are indicators that measure what it costs the municipality to purchase the essentials for producing desired outputs (economy), and whether the municipality achieves more with less, in resources terms (efficiency) without compromising quality. The economy indicators may be the amount of time, money or number of people it took the municipality to deliver a service.

2. Output Indicators (measures/indicators of success)

These are the indicators that measure whether a set of activities or processes yields the desired products or deliverables. They thus measure effectiveness – i.e., doing things correctly, and are typically associated with operational KPI's. They are usually expressed in quantitative terms.

3. Outcome Indicators

These are the indicators that measure the impact or net effect of the products or services of the products/programmes in terms of the achievement of the overall objectives. These indicators are strategically the most important to determine. It is thus about the relationship between outputs and outcomes and measures/indicators if the outputs succeed in achieving the desired outcomes or improvements, i.e. doing the right things. The municipality does not always have full and complete control over those aspects that are measured by outcome indicators. It thus measures/indicators the influence it has on conditions or developments in the area. As it is the strategic objectives of the IDP that should determine the desired outcomes of activities, it is important to determine if the outputs over which we have control, are the correct ways with which to address such issues.

6.3.2 Identification of Indicators

The following aspects will be considered when identifying indicators:

1. Key Performance Areas (KPAs), Key Focus Areas (KFAs), strategic objectives anddevelopment objectives set in the IDP;
2. The activities, projects, programmes and processes identified in the IDP for achieving the developmental objectives as well as the earmarked resources; and
3. Whether data and baseline information is available for its measurement in the MLM area.

6.3.3 Setting of KPIs

Key performance indicators must be set in respect of each of the development priorities and objectives referred to in Section 26(c) of the Municipal Systems Act. It must also be ensured that key performance indicators inform the indicators set for all its administrative units and employees as well as every municipal entity and service provider with whom the municipality has entered into a service delivery agreement.

The following **SMART** criteria will apply for the determination of KPIs and targets:

S - Specific
M - Measurable
A - Achievable
R - Realistic
T - Time-framed

6.3.4 National Key Performance Indicators (KPIs)

General KPIs are prescribed in terms of Section 43 of the Municipal System Act (2000) and Outcome 9. The MLM takes cognisance of these indicators and will report on them as is required by the Act.

6.3.5 Review of KPIs and Targets

The MLM will review its key performance indicators and targets annually as part of the performance review process or whenever it amends its IDP in terms of Section 34 of the Municipal System Act (2000).

6.3.6 Amendment of KPIs and Targets

The MLM will amend its Key Performance Indicators and Targets in line with the Adjustments Budget.

6.4 Performance Planning

The performance of the MLM is to be managed in terms of its IDP and the process ofcompiling an IDP and the SDBIP, and the annual review of the IDP thereof constitutes the process of planning for performance.

It should be noted that the last component of the process is that of performance review and theoutcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the MLM has under-performed.

6.5 Performance Measurement

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures/indicators and targets happens during the IDP process and is linked to the strategic objectives of the municipality. To ensure the integrity of the indicators and targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures/indicators and targets. Performance measurement allows the MLM to compare their actual performance in relation to backlog and current (baseline) performance.

6.6 Performance Monitoring

Performance monitoring is an ongoing process by which a Manager accountable for a specific indicator and target as set out in the SDBIP continuously monitors current performance against predetermined objectives (PDOs). The aim of the monitoring process is to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

6.7 Performance Analysis

Performance analysis involves the process of making sense of measurements/indicators. It requires interpretation of the measurements as conducted in terms of the previous step to determine whethertargets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

The executive management should alsoensure that quality performance reports are submitted to the Mayoral Committee and that adequate response strategies are proposed in cases of poor performance.

6.8 Performance Reporting

6.8.1 In-year Performance Reporting and Review

The submission of the performance reports on scorecards to the Mayoral Committee for consideration and review of the performance of the MLM as a whole is the next step in the process. The first such report is a major milestone in the implementation of any PMS and it marks the beginning of what should become a regular event namely using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve.

As indicated earlier it is recommended that the performance report on organisational and SDBIP scorecards be submitted to the Mayoral Committee for consideration and review on a quarterly basis. The reporting should therefore take place in October (for the period July to end of September-quarter 1 of the financial year), January (for the period October to the end of December – quarter 2), April (for the period January to the end of March - quarter 3) and July (for the period April to the end of June - quarter 4).

The review in January will coincide with the mid-year performance assessment as per Section 72 of the MFMA. The said section determines that the accounting officer must by 25 January of each year assess the performance of the municipality and thereafter report to the Executive Mayor/National Treasury and Provincial Treasury such assessment in respect of inter alia its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP.

The Mayoral Committee in reviewing the performance report on organisational and departmental scorecards submitted to it will have to ensure that targets committed to in the scorecard have been met, where they have not, that satisfactory and sufficient reasons have been provided by executive management and that the corrective action being proposed is sufficient to address the reasons for poor performance. If satisfied with the corrective action as proposed, these must be adopted as formal resolutions, minuted and actioned accordingly.

6.8.2 Annual Performance Reporting and Review

On an annual basis a comprehensive report on the performance of the MLM also needs to be compiled. The requirements for the compilation, consideration and review of such an annual report are set out in Chapter 12 of the MFMA. In summary it requires that:

1. All municipalities for each financial year compile an annual report;
2. The annual report be tabled within seven months after the end of the financial year (However, in terms of a National Treasury directive municipalities are required to approve the first draft of an annual report during August);
3. The annual report immediately after it has been tabled be made public and that the local community be invited to submit representations thereon;
4. The municipal Council consider the annual report within nine months after the end of the financial year and adopt an oversight report containing the council's comments on the annualreport;
5. The oversight report as adopted be made public;
6. The annual report as tabled and the Council's oversight report be forwarded to the Auditor-General, the Provincial Treasury and the department responsible for local government in theProvince; and
7. The annual report as tabled and the Council's oversight report are submitted to the Provincial legislature.

The oversight report to be adopted provides the opportunity for full Council to review the performance of the MLM. The requirement that the annual report once tabled and the oversight report be made public similarly provides the mechanism for the general public to review the performance of the MLM.

The Council may also resolve that annually a public campaign be embarked upon to involve the citizens of the MLM in the review of municipal performance over and above the legal requirements of the Municipal Systems Act and the MFMA. Such a campaign could involve all or any combination of the following methodologies:

- Various forms of media including radio, newspapers and billboards could be used to convey the annual report;
- The public may be invited to submit comments on the annual report via telephone, fax and e-mail;
- Public hearings could be held in a variety of locations to obtain input of the annual report;
- Making use of existing structures such as ward and/or development committees to disseminate the annual report and invite comments; and

- Hosting a number of public meetings and road-shows at which the annual report could be discussed and input invited.

The following table is derived from the legislative framework for performance management and summarises for ease of reference and understanding the various performance reporting as it applies to the MLM:

Report Type	Description
Quarterly IDP and SDBIP Reporting	The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored throughSection 71 monthly reports, and evaluated through the annual report process. The SDBIP information on revenue will be monitored and reported monthly by the municipal manager in terms of Section 71(1)(a) and (e). *For example, if there islower than anticipated revenue and an overall cash shortage in a particular monththe municipality may have to revise its spending downwards to ensure that it doesnot borrow more than anticipated.* More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure. Section 1 of the MFMA, Act 56 of 2003 states that the SDBIP as a detailed plan approved by the mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).
Report Type	**Description**
Mid-year Budget and National and Provincial Report	Section 72 of the MFMA requires the accounting officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury. As with all other reports this is a crucial report for theCouncil to consider mid-year performance and what adjustments should be made, ifnecessary.
Report Type	**Description**
Performance Report	Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year, a performance report that reflects the following: – The performance of the municipality and of each external serviceprovided during that financial year; – A comparison of the performances referred to in the above paragraphwith targets set for and performances in the previous financial year; and – Measures/indicators to be taken to improve on the performance. The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.
Report Type	**Description**
Annual Report	Every municipality is required by Section 121 of the MFMA and National Treasury Circular 63 to prepare an annual report for each financial year, which must include: – the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); – the Auditor-General's audit report on the financial statements; – an assessment by the accounting officer of any arrears on municipal taxes and service charges;

	– particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; – any explanations that may be necessary to clarify issues in connection with the financial statements; – any information as determined by the municipality; – any recommendations of the municipality's performance audit committee; – an assessment by the accounting officer of the municipality's performance against the measurable performance objectives for revenue collection andfor each vote in the municipality's approved budget for the relevant financialyear; – the annual performance report prepared by a municipality; and – any other information as may be prescribed.
Report Type	**Description**
Oversight Report	The council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129 of the MFMA, within two months from the date of tabling of the annual report, must adopt an oversight report containing the council's comments, which must include a statementwhether the council: – has approved the annual report with or without reservations; – has rejected the annual report; or – has referred the annual report back for revision of those components that can be revised. In terms of Section 132 of the MFMA, the following documents must be submitted by theaccounting officer to the provincial legislature within seven days after the municipalcouncil has adopted the relevant oversight report: – the annual report (or any components thereof) of each municipality and each municipal entity in the province; and – all oversight reports adopted on those annual reports.

6.8.3 Schedule for Performance Reviews

The performance of the employee in relation to his/her Performance Agreement must be reviewed in accordance with the following schedule. Quarterly performance appraisals shall be conducted for all contracted employees *no later than two weeks after the end of the last month* of the quarter for which the appraisal is being done.

First Quarter	July to September
Second Quarter	October to December
Third Quarter	January to March
Fourth Quarter	April to June

The quarterly appraisal shall be performed between the employee and his/her immediate superior. The appraisal shall be based on actual achievement of the indicators agreed for each deliverable or target. The employer must keep a record of the mid-year review and the annual assessment meetings. Performance feedback must be based on the employer's assessment of the employee's performance and supporting Portfolio of Evidence (PoE).

The employer will be entitled to review and make reasonable changes to the provisions of the performance plan from time to time for operational reasons on agreement between both parties.

7. Performance Management Process

7.1 Municipal Level

The MLMorganisational performance management system can be defined as the planning process whereby the MLM set the strategic agenda, vision and mission, as well as strategic objectives and development objectives for the upcoming financial year/s, and the desired performance results. Performancemanagement at organisational level involves various phases:

7.1.1 Phase 1: Planning

The Integrated Development Planning process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation management, monitoring and evaluation of the IDP process.

7.1.2 Phase 2: Priority Setting

In setting priorities, the municipality should *inter alia*consider the following:

1. An assessment of development in the municipal area, identifying development challenges and the status quo of the under-developed areas;
2. A long term development vision for the municipality to address its developmentchallenges;
3. A set of KPAs, strategic objectives and development objectives, based on identified needs, achievable in thecurrent term of office, that would contribute significantly to the achievement of thedevelopment vision for the area;
4. A set of internal transformational objectives;
5. Additional projects and programmes identified in contributing to the achievement of the above objectives;
6. A financial plan and medium term income and expenditure framework that is aligned to thepriorities of the municipality; and
7. A spatial development framework.

To be useful in the management of performance, the IDP must provide very clear indicators by which to measure the achievement of the objectives and unambiguous targets forthose indicators.

7.1.3 Phase 3: Setting Objectives

All components of the IDPneed to be translated into a set of clear and tangible development objectives (PDOs). This is a crucial stage in ensuringthat there is clarity on the IDP and that the suitable indicators are found. A clear and concise construction of statement of objectives is needed. The statement requires a tangible, measurable and unambiguous commitment to be made. It is often useful to have a clear timeframe attached to this commitment in objective statement.

7.1.4 Phase 4: Setting Key Performance Indicators

KPIs are measurements that tell us whether progress is being made in achieving our objectives. Indicators should describe performance dimension considered key in measuring performance. The ethos of performance management as implemented in local governments and captured in the

Municipal Systems Act and Municipal Planning and Performance Management Regulations rely centrally on the use of Key Performance Indicators.

7.1.5 Phase 5: Setting Targets

The municipality should have clear objectives for its IDP and identified appropriate indicators. Targets are purely objectives or milestones for what we intend an indicator to measure at various timeframes. Performance targets are planned level of performance or milestones the MLM sets for itself for each indicator identified. Targets are usually expressed in quantity or time terms.

7.1.6 Phase 6: Monitoring

Monitoring is a continuous process of measuring, assessing, analysing and evaluating the performance of the organisation and departments with regard to KPIs and targets. Mechanisms, systems and processes for monitoring should provide for reporting at least twice per annum to theMLM council and the community, it should enable detection of early indication ofunder-performance and provide for corrective measures/indicators.

7.1.7 Phase 7: Review

Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures/indicators the economy, efficiency, effectiveness in the utilisation of resources and impact in so far as performance indicators and targets set by the MLM are concerned.

Performance improvement and adjustment isbased on review. The MLM should ensure that the community participates in review.

The organisational performance management processes have the following phases:

1. Performance planning;
2. Performance monitoring & reporting,
3. Performance reviewing (evaluation &assessment); and
4. Performance auditing.

7.2 Individual Level

The Employee performance management system can be defined as the process through which the planned performance objectives as defined in the IDP are cascaded into the employee's Annual Performance Plans, thus allowing for the planning, coaching and monitoring, reviewing and rewarding of performance, and the enhancement of development, at the level of the individual employee. The process comprises of four phases.

7.2.1 Phase 1: Planning

This is about jointly identifying individual performance expectations and gaining the employee's commitment in achieving these expectations. This also entails the identification of KFA's and indicators, the establishment of year-end targets and the planning for the phasing in of the year-end target into quarterly targets (cumulatively and quarterly).

7.2.2 Phase 2: Performance Coaching

This is the phase of continuously tracking and improving performance, through feedback and reinforcement of key results and competencies. This is done with a view to timely detect performance relapses and to simultaneously introduce speedy remedial actions. A prescribed record sheet is used to record evidence and remedies.

During this phase, on a quarterly basis, the actual performance must be determined and be judged against the quarterly obligation as well as the cumulative performance and the standards that have been set in advance. During this phase it is also important to provide and present any evidence proving performance.

Although actual measurements are done each quarter, formal performance reviews only are to be done half yearly and year-end provided the documented performance in the first and third quarter is satisfactory.

7.2.3 Phase 3: Reviewing

This phase involves jointly assessing performance against expectations (planned vs. actual performance) at mid-year and year-end. The Manager is to set up formal mid-year review in December to assess the relevance of the objectives and the Employee's performance against the objectives and a formal final review in June.

The process for reviewing performance is as follows:

- The evaluated employee to submit all required PoE to the manager;
- The evaluated employee to prepare for the formal review by scoring him/herself against the agreed objectives and KPIs and targets;
- The evaluated employee to submit the PoE;
- The assessor/panel and evaluated employee will meet to finalise the formal performance review and agree on the final scores.
- The assessor/panel to prepare final scores of the evaluated employee's performance. Should the evaluated employee not agree with the outcome of his/her performance results, they may follow the dispute procedure as outlined in the regulations for Section 57-employees and other employees to follow the MLM dispute resolution process.

  The assessor/panel and evaluated employee must prepare and agree to a Personal Development Plan (PDP). This only needs to be done atthe final review in June.

The Evaluation Panel for reviewing performance

According to the Municipal Performance Management Regulations, 2006, Regulation 27(4)(d) stipulates that:

- For purposes of evaluating the Municipal Manager:

  - Executive Mayor;
  - Chairperson or delegated member of the Performance & Audit Committee;
  - At least one Member of the Mayoral Committee (MMC);
  - Mayor and/or municipal manager from another municipality; and
  - One ward committee member as nominated by the Executive Mayor.

- For purposes of evaluating the annual performance of managers directly accountable to themunicipal managers:

  - Municipal Manager;
  - Chairperson or delegated member of the Performance & Audit Committee;
  - At least one Member of the Mayoral Committee (MMC); and
  - Municipal Manager from another municipality.

- For purposes of evaluating the annual performance of managers and specialists, an evaluation panel constituted of the following persons must be established:

  - Supervisor /Line Manager;
  - Employee; and
  - PMS specialist.

7.2.4 Phase 4: Year-End Review and Rewarding

This phase establishes the link between performance and reward. It aims to direct and reinforce effective work behaviours by determining and allocating equitable and appropriate rewards to employees. Permanent employees will initially be awarded non-financial rewards for good performance and ultimately financial rewards will be determined through the National Collective Bargaining process at South African Local Government Bargaining Council (SALGBC).

8. Performance Auditing

8.1 The Role of Internal Audit in terms of Performance Management

The MFMA requires that the Municipality must establish an internal audit section which service couldbe outsourced depending on its resources and specific requirements. Section 45 of the MunicipalSystems Act stipulates that the results of the Municipality's performance measures/indicators must be auditedby the said internal audit section as part of the internal auditing process and annually by the Auditor-General.

The Municipal Planning and Performance Management Regulations stipulate that the internal audit section must on a continuous basis audit all performance and the auditing must include an assessment of the following:

- The functionality of the municipality's performance management system;
- Whether the municipality's performance management system complies with the Act; and
- The extent to which the municipality's performance measurements are reliable in measuring the performance of municipalities by making use of indicators.

8.1.1 Functionality

Function could be defined as a proper or expected activity or duty or to perform or operate as expected. This could also be applied to the operation of any system such a PMS. The internal audit section must therefore on a regular basis audit whether the PMS of the MLM is functioning as developed and described in this framework.

8.1.2 Compliance

The MLM PMS must comply strictly with the requirements of the Systems Act, Regulations and the MFMA. The MLM's internal audit unit, at least on a quarterly basis, verifies that the PMS complies with the said legal requirements.

8.1.3 Reliability

To rely could be defined as to trust or depend (upon) with confidence. Reliability in the context ofPMS refers to the extent to which any performance measures/indicators reported upon could be seen as being reliable, e.g. if the performance target was to build 500 houses and it is reported that the target has been met or exceeded, it must be established whether the information is factually correct or only an estimation or even worse, purposeful misrepresentation.
Undertaking a reliability audit will entail the continuous verification of performance measures/indicators and targets reported upon. This will require that the MLM sets in place a proper information management system (electronically or otherwise)so that the internal audit section is able to access information regularly and to verify its correctness.The MLM's internal auditor must submit quarterly reports on the audits undertaken to the Municipal Manager and the Audit Committee.

8.2 Performance Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council establish an audit committee consisting of a minimum of three members, where the majority of members are not employees of the municipality. No Councillor may be a member of an audit committee. Council must also appoint a chairperson who is not an employee. The Regulations gives municipalities the option to establish a separate performance audit committee whereas the MFMA provides only for a single audit committee. The operation of this audit committee when dealing with performance management is governed by Section 14 (2- 4) of the Regulations which require that the audit committee must:

1. Review the quarterly reports submitted to it by the internal audit unit;
2. Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality;and
3. At least twice during a financial year submit an audit report to the municipal Council;

In order to fulfil their function a performance audit committee may, according to the MFMA and the Regulations,

1. Communicate directly with the council, municipal manager or the internaland external auditors of the municipality concerned;
2. Access any municipal records containing information that is needed to perform its duties or exercise its powers;
3. Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
4. Investigate any matter it deems necessary for the performance of its duties and the exercise ofits powers.

9. General Performance Management Issues

There are some general issues related to performance management that require consideration in implementing the PMS of the Municipality.

9.1 Managing Poor Performance

Should an employee not achieve the predetermined objectives (PDOs), indicators and targets in his/her performance agreement, the manager and the employee should agree on corrective measures. (It is inappropriate that an employee is informed of his/her non-performance at the formal performance review).Employees **must** be given feedback throughout the year.

9.1.1 Early Warning Mechanisms

The municipality's 1st quarter performance report should be used as an early warning mechanism to determine whether the annual developed objectives, KPIs and targets will be achieved. The departments should review mechanisms to improve its performance and indicate to the internal audit and Performance & Audit Committee how they intend to improve performance.

9.1.2 Addressing Poor Performance

The management of poor performance should be seen as a corrective process, focusing on addressing issues that lead to performance related problems. Counselling is seen as the first corrective process, which should include the following:

- Identify and agree on the problem;
- Describe the impact of the poor performance;
- Establish reasons for performance;
- Decide and agree on what actions are required, and set the necessary timeframes; and
- Resource the agreed actions.

9.2 Reward and Recognition

9.2.1 Non-Financial Rewards

Non-financial reward is based on recognising high performance in ways other than financial reward.

Such recognition could be based on the following three approaches:

- ***Informal*** **-** These are spontaneous and can be implemented with minimal planning and effort, e.g. calling an employee into the office and thanking him/her for a job well done and not discussing anything else.

- ***Awards for specific achievements and activities*** **-** These are tailored to reward specific achievements and behaviours desired most in the organisation, e.g. long service awards, monthly awards, etc.

- ***Formal–If*** the municipality has formal recognition programmes,some may be used to formally acknowledge (in public) significant contributions by individuals and teams, e.g. annual mayor's awards for excellence, etc.

9.2.2 Performance Bonuses

Although the regulations provide for performance bonuses the Midvaal Local Municipality has resolved not to award bonuses.

The annual performance score of anindividual is calculated based onthe SDBIP results and core competencies rating added together to give a total score. This total score is converted by the assessment-rating calculator (in terms of the Regulations) for performance management and bonus purposes.

Paragraph 32 of the Regulations provides that a performance bonus ranging from ***5 % to 14 %*** of the all-inclusive remuneration package may be paid to an employee in recognition of outstanding performance. In determining the performance bonus the relevant percentage is based on the overall rating, calculated by using the applicable assessment-rating calculator; provided that:

- a score of 130 % to 149 % is awarded a performance bonus ranging from **5 % to 9 %** ;and
- a score of 150 % and above is awarded a performance bonus ranging from **10 % to 14 %.**

In the case of ***unacceptable performance***(score between 0 – 99 %), the employer shall:

- provide systematic remedial or developmental support to assist the employee to improve hisor her performance; and
- after appropriate performance counselling and having provided the necessary guidance and/or support and reasonable time for improvement in performance, and performance doesnot improve, the employer may consider steps to terminate the contract of employment of the employee on grounds of unfitness or incapacity to carry out his or her duties.

9.2.3 Allocation of Bonus

The table below provides for the threshold for the allocation of bonus and institution of poor performance management measures/indicators depending on the level of performance expressed in percentages in line with the regulations above.

The third column also provides actual thresholds for the payment of bonus with the fourth column, entitled Rewards or Corrective Action, providing the actual bonus quantum in proportion to the actual performance score with the determined thresholds.

Key terminology used in the Regulations is outstanding performance and unacceptable performance. A performance score of 130 % and above will constitute "outstanding performance". A performance score between 100 – 129 % is deemed as "not fully satisfactory" and no bonus will be considered. A performance score between 0 – 99 % is deemed as "unacceptable" and will be dealt with in terms of the Poor Performance Management Programme.

Rating	Terminology	Percentage
5	Outstanding performance	150 % and above
4	Performance significantly above expectations	146 % - 149 %
		141 % - 145 %
		136 % - 140 %
3	Fully effective	130 % - 135 %
2	Performance not fully satisfactory	100 % - 129 %
1	Unacceptable performance	0 % - 99 %

Where a manager acted in a position for a period longer than 3 months pro-rata bonuses may be considered. This will be within the discretion of the Municipal Manager (in the case

of managers reporting to him/her) and Executive Mayor (in the case of the Municipal Manager).

9.3 Dispute Mechanism

The procedure for dealing with substandard performance is prescribed in Regulation 16 of the Disciplinary Regulations for Senior Managers.

The Municipal Performance Management Regulations for Section 57-managers provide clear guidelines for performance disputes relating to the performance agreements of the municipal manager and managers directly accountable to the municipal manager. Below is the process of dispute as it relates for Section 57-employees performance agreements as stipulated in the said regulations.

Any disputes about the nature of the Employee's performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/or any other matter provided for, shall be mediated by:

- In the case of the municipal manager, the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the employee, or any other person designated by the MEC; and

- In the case of managers directly accountable to the municipal manager, the executive mayor or mayor within thirty (30) days of receipt of a formal dispute from the employee;

  In the event that the mediation process contemplated above fails, the relevant clause of the Contract of Employment shall apply.

The following process relates to dispute relating to employees below Section 57-employees:

- Conducting performance counselling in case of poor performance;

- If counselling does not yield results, employees are put on performance improvement process with action plan and clear timelines; and

- If performance does not improve, disciplinary process will be initiated, as per the mentioned Disciplinary Regulations.

9.4 Integrating PMS with the Council's existing Management Cycle

Leading practice indicates that PMS stand the best chance to succeed if it is integrated with the current management cycle of the Municipality. The purpose of such a cycle would be to guide the integration of important processes such as the strategic planning or development process in terms of the IDP methodology, the annual budget process and the formal process of evaluating and assessing Council's performance in terms of the approved PMS and this framework and it is recommended that the Municipality develop and adopt a similar cycle that suitable to its own circumstances and requirements.

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ANNEXURE A

UNFUNDED PROGRAMS & PROJECTS

Annexure A: Unfunded Projects (Provincial & National TAS inputs)

NO	IDP Ref	KEY FOCUS AREA (KFA)	Description of Capital Projects, Programmes and Activities	Capital Projects (CP), Programmes (P) and Activities (A)	KEY PERFORMANCE INDICATOR (KPI) (CP,P & A that forms part of the Provincial or National Turn Around Strategy is indicated with the letters TAS)	Type of Indicator (Input (I), Output (O), Outcome (OC), Impact (IM))	Wards	Department	Targets						Delivery	Funding Source
									5 Yr Total	14/15	15/16	16/17	17/18	18/19	Internal / External	
1	6/27/A/P/508	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Bantu Bonke Secondary School	CP	% Completion (TAS)		1	DEduc								
2	2/8/CP/P/296	KPA 2/KFA 8: Emergency Services	Barge Vaal Marina	CP	% Completion		1	Prot	100% completion			100% completion				
3	6/27/A/P/514	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Computer Centre at Bantu Bonke School	CP	% Completion (TAS)		1	Comm	100 % Completed			Sourcing computers/ Donation				
4	2/8/CP/P/284	KPA 2/KFA 8: Emergency Services	Furniture Vaal Marina	CP	Total capital spent on furniture purchased	O	1	Prot	R 200 000	0	R 200 000	0	0		Internal	MLM
5	6/38/CP/E/334	KPA 6/KFA23: Electricity & Energy Efficiency	High Mast Lights Bantu Bonke	CP	% Completion	O	1	Eng	R 500 000		R 500 000				External	Grant
6	2/8/CP/P/282	KPA 2/KFA 8: Emergency Services	Medium Fire pumper Vaal Marina	CP	Number of fire pump	O	1	Prot	1	0	1	0	0		Internal	MLM
7	6/27/A/P/510	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Palaside Fencing - Bantu Bonke Cemetery	CP	% Completion		1	Comm								
8	2/8/CP/P/283	KPA 2/KFA 8: Emergency Services	Radio repeater Vaal Marina	CP	Number of radio repeater purchased	O	1	Prot	1	0	1	0	0		Internal	MLM
9	6/27/A/P/513	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Satelite Library - Bantu Bonke	CP	% Completion (TAS)		1	Comm	% Completion					% Completion		
10	6/27/A/P/512	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Sport facilities - Bantu Bonke	CP	% Completion		1	Comm	% Completion				% Completion			
11	6/27/A/P/515	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Street telephone booths	CP	% Completion (TAS)		1	Telkom								

12	6/24/CP/E/360	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Upgrade Bantu Bonke Roads	CP	% Completion	O	1	Eng	100% Complete R1 000 000					100% Complete R1 000 000	Internal	Grant
13	6/24/CP/E/361	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Upgrade Vaal Marina Access	CP	% Completion	O	1	Eng	100% Complete R8 000 000			50% Complete R4 000 000	50% Complete R4 000 000		External	MIG
14	6/24/CP/E/358	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Vaal Marina Alternative Access	CP	% Completion	O	1	Eng	100% Complete R15 000 000					100% Complete R15 000 000	Internal	CRR
15	6/25/CP/E/374	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Vaal Marina Bulk Services	CP	% Completion	O	1	Eng	100% Complete R60 000 000					100% Complete R60 000 000	Internal	CRR
16	2/8/A/P/280	KPA 2/KFA 8: Emergency Services	Vaal Marina Fire Station Water Use License	A	Water Usage License issued (TAS)	O	1	Prot	Water Usage License Issued	Water Usage License Issued					External DWA	
17	6/38/CP/E/349	KPA 6/KFA23: Electricity & Energy Efficiency	Vaal Marina upgrade of HT and LV overheadlines	CP	% Completion	O	1	Eng	R 13 000 000		R 13 000 000				Internal	CRR
18	2/8/CP/P/281	KPA 2/KFA 8: Emergency Services	Water Rescue Boat	CP	Number of rescue boat purchased	O	1	Prot	1	0	1	0	0		Internal	MLM
19	6/23/CP/E/355	KPA 6/KFA 23: Electricity & Energy Efficiency	Solar Water Heating	CP	% Completion	O	1	Eng	R 25 000 000	R 25 000 000					External	DoE Grant
20	6/23/CP/E/308	KPA 6/KFA 23: Electricity & Energy Efficiency	Mamelo Township Electrical Supply	CP	% Completion (TAS)	O	1	Eng	R 8 000 000	R 8 000 000					External	DoE Grant
21	6/23/CP/E/310	KPA 6/KFA 23: Electricity & Energy Efficiency	Vaal Marina Sub-station upgrade	CP	% Completion	O	1	Eng	R 3 000 000	R 3 000 000					External	CRR
22	6/38/CP/E/340	KPA 6/KFA23: Electricity & Energy Efficiency	Duncanville Streetlight upgrade	CP	% Completion	O	2	Eng	R 500 000						Internal	CRR
23	6/38/CP/E/351	KPA 6/KFA23: Electricity & Energy Efficiency	Risiville Ext 6 Electrification: Network strenghening	CP	% Completion	O	2	Eng	R 800 000		R 800 000				Internal	CRR
24	6/38/CP/E/350	KPA 6/KFA23: Electricity & Energy Efficiency	Risiville Street lights & Repair to Sub-station	CP	% Completion	O	2	Eng	R 3 000 000		R 3 000 000				Internal	CRR
25	6/26/CP/S/387	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Transfer Station: Blackwood	CP	Capital spent on construction of waste transfer station	OC	2	Comm	1100000	0	0	0	1100000		Internal	MIG

26	6/23/CP/E/325	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder Supply to Rothdene	CP	% Completion	O	3	Eng	R 8 000 000			R 4 000 000	R 4 000 000		Internal	CRR
27	2/9/P/9401	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Improved security at Danie McLean Park	P	% complaints dealt with succesfully	O	3	Prot	100% completion				100% completion			
28	6/26/CP/E/321	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Upgrading of Danie Mclean Park	CP	% Completion	O	3	Comm	R 20 000	R 20 000					Internal	CRR
29	6/27/A/P/516	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Beautify Entrances	P	% Completion		4	Comm	Construction and Upgrade of Entrance completed		R 50 000				Internal	
30	2/9/CP/P/402	KPA 2/KFA 9: Municipal Law Enforcement	Bus lane / Bus stop area along Ewelme Road (Henley-on-Klip)	CP	% Completion	O	4	Eng	100% completion				100% completion			
31	2/9/CP/P/404	KPA 2/KFA 9: Municipal Law Enforcement	Bus shelters in Iffley / Regatta Street	CP	% Completion	O	4	Prot	100% completion					100% completion		
32	4/27/CP/E/498	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Clinic	CP	% Completion		4	Comm								
33	6/27/A/P/517	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Cutting of large trees at 3-way stop at Henley-on-Klip Station	P	% Completion		4	Comm	Cutting of 3 large trees	R 20 000					Internal	
34	6/24/CP/E/415	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Eaton Road to be upgraded	CP	% Completion	O	4	Eng								
35	6/25/CP/E/373	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Extension Sewer Lines Henley-on-Klip	CP	% Completion	O	4	Eng	100% Complete R10 000 000					100% Complete R10 000 000	Internal	CRR
36	6/27/A/P/518	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Greening Projects	P	% Completion		4	Comm								
37	4/27/CP/E/496	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Henley-on-Klip: Pay point in area	CP	% Completion		4	FI								
38	6/23/CP/E/332	KPA 6/KFA 23: Electricity & Energy Efficiency	High Mast Lights along Johan Le Roux and Noldick	CP	% Completion	O	4	Eng	R 3 500 000				R 3 500 000		External	CRR
39	4/27/CP/E/499	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Multi-purpose Centre	CP	% Completion		4	Comm	Construction of MPC				100% Funding spen		External	

40	6/24/CP/E/420	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Paving of pavements along Iffley Road	CP	% Completion	O	4	Eng								
41	6/24/CP/E/418	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Paving of pavements along Japlow Street	CP	% Completion	O	4	Eng								
42	6/24/CP/E/419	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Paving of pavements along Pretorius Street	CP	% Completion	O	4	Eng								
43	6/24/CP/E/417	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Pedestrian suspension bridge - Weir	CP	% Completion	O	4	Eng				R 50 000				
44	4/27/CP/E/497	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Primary & Secondary School	CP	% Completion		4	DEduc								
45	2/9/P/P/403	KPA 2/KFA 9: Municipal Law Enforcement	Road signs in Schoongezicht	P	% Completion	O	4	Prot	100% completion				100% completion			
46	6/24/CP/E/414	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Shiplake, Wargrave, Rugby & Heron (Gravel to Tar)	CP	% Completion	O	4	Eng								
47	6/24/CP/E/363	KPA 6/ KFA 24: Roads & Storm Water Infrastructure	Storm-water Henley-on-Klip East	CP	% Completion	O	4	Eng	100% Complete R3 000 000			33% Complete R1 000 000	33% Complete R1 000 000	33% Complete R1 000 000	External	CRR
48	6/23/CP/E/346	KPA 6/KFA 23: Electricity & Energy Efficiency	Street light Henley-on-Klip	CP	% Completion	O	4	Eng	R 3 000 000	R 3 000 000					Internal	CRR
49	6/23/CP/E/333	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights in Henley-on-Klip	CP	% Completion	O	4	Eng	R 3 000 000				R 3 000 000		External	CRR
50	6/23/CP/E/319	KPA 6/KFA 23: Electricity & Energy Efficiency	Replace Rothdene LV overhead line to underground	CP	% Completion	O	4	Eng	R 2 200 000	R 1 000 000	R 500 000	R 500 000	R 200 000		Internal	CRR
51	6/23/CP/E/339	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights Ward 5	CP	% Completion	O	5	Eng	R 4 000 000						External	CRR
52	6/27/A/P/528	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Activity Parks with equipment	CP	% Completion		6	Comm	Construction of Sport Centre and Outdoor gym	R 4 000 000	R 4 500 000				External	
53	8/32/P/D/393	KPA 8/ KFA 32: Local Economic Development & Capacity Building	Agricultural Project / Small Scale Farming	P	% of funded projects implemented		6	DP&H								

54	6/27/A/P/527	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Centre for the Disabled	CP	% Completion		6	Comm	1	0	0	1	0		External	Prov
55	2/9/CP/P/405	KPA 2/KFA 9: Municipal Law Enforcement	Crime prevention project - Lakeside Estate & Extensions	CP	% Completion	O	6	Prot	100% completion					100% completion		
56	2/8/CP/P/397	KPA 2/KFA 8: Emergency Services	Doornkuil - Fire Station	CP	% Completion		6	Prot								
57	6/27/A/P/521	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Fencing of railway at Lakeside	CP	% Completion		6	PRASA								
58	6/27/A/P/529	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Greening Project / Treet Planting Project	P	% Completion	OC	6	Comm								
59	6/27/A/P/519	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	High School - Lakeside Estates & Extensions	CP	% Completion		6	DEduc								
60	6/27/A/P/522	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Lakeside Pedestrian Bridge over Railway	CP	% Completion		6	PRASA								
61	6/27/A/P/525	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Multi-purpose Centre - Doornkuil / Savanna City	CP	% Completion		6	Comm	100% Completed MPC					100% of funded project completed		
62	6/27/A/P/524	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Old Age Homes	CP	% Completion		6	Comm	1	0	0	0	1		External	Prov
63	6/27/A/P/526	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Pension service point	CP	% Completion		6	Comm								
64	6/30/A/P/558	KPA 7/ KFA 30: Cleansing & Waste Management	Recycling project	P	% of funded projects implemented		6	Comm								
65	6/30/A/P/557	KPA 7/ KFA 30: Cleansing & Waste Management	Refuse bins	CP	% Completion		6	Comm								
66	3/10/P/P/293	KPA 3 / KFA 10: Sustainable Human Settlements (Housing)	Savanna City Co-funding	CP	% of funding by National Treasury received (TAS)	O	6	Eng/Fi	100% funding received						External	Nat Treasury
67	8/32/P/D/394	KPA 8/ KFA 32: Local Economic Development & Capacity Building	Skills Development Centre	CP	% Completion		6	Comm								

68	6/24/CP/E/421	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Storm-water Management System - Lakeside	CP	% Completion	O	6	Eng			R500 000					
69	6/27/A/P/523	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Taxi rank in Lakeside	CP	% Completion		6	SDM								
70	6/27/A/P/520	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Train station at Lakeside to be upgraded	CP	% Completion		6	PRASA								
71	6/26/CP/S/386	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Transfer Station: Lakeside Estates	CP	Capital spent on construction of waste transfer facility	OC	6	Comm	2100000	0	0	0	2100000		Internal	MIG
72	6/23/CP/E/352	KPA 6/KFA 23: Electricity & Energy Efficiency	Bronk Lane Lighting	CP	% Completion	O	7	Eng	R 2 000 000		R 2 000 000				Internal	CRR
73	6/27/A/P/531	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Clinic for Walkerville	CP	% Complete		7	Comm				100%				
74	6/23/CP/E/354	KPA 6/KFA 23: Electricity & Energy Efficiency	Electrical network to be upgraded in Walkers Fruit Farms	CP	% Completion	O	7	Eng	R 20 000 000			R 20 000 000			External	Eskom
75	6/23/CP/E/356	KPA 6/KFA 23: Electricity & Energy Efficiency	Electricity to settlements in Alewynspoort and Elandsfontein	CP	% Complete	O	7	Eng	Eskom area							
76	3/10/CP/D/395	KPA 3 /KFA 10: Sustainable Human Settlements (Housing)	Housing	CP	% Complete	O	7	GDH								
77	3/10/CP/D/394	KPA 3 /KFA 10: Sustainable Human Settlements (Housing)	Land for development	CP	% Complete	O	7	DP&H								
78	6/27/A/P/533	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Library	CP	% Complete		7	Comm	100% Completed Library				100% funding spend		External	
79	6/27/A/P/530	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Old Age Home	CP	% Complete		7	Comm								
80	6/25/CP/E/441	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Potable water to settlements in Alewynspoort and Elandsfontein	CP	% Complete	O	7	Eng								
81	3/14/CP/S/412	KPA 3/ KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl. ECD	Schools in Walkerville	CP	% Complete	O	7	Comm								

82	6/27/A/P/532	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Sport facilities	CP	% Complete		7	Comm	100% Completed Sport Centre				100% funding spend		External	
83	6/23/CP/E/353	KPA 6/KFA 23: Electricity & Energy Efficiency	Street Lights at 4-way stop (Spar)	CP	% Completion	O	7	Eng	R 450 000		R 450 000				Internal	CRR
84	6/24/CP/E/423	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Tarring of Eye-of-Africa service road	CP	% Complete	O	7	Eng								
85	6/25/CP/E/378	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Tedderfield Water Connection	CP	% Completion	O	7	Eng	100% Complete R400 000	100% Complete R400 000	100% Complete R400 000				External	CRR
86	2/9/P/ES/275	KPA 2/KFA 9: Municipal Law Enforcement	Traffic Lights at Walkerville and Eikenhof intersections	CP	% Completion	O	7	Prot (Gautrans Road)	R 400 000			R 400 000			External	CRR
87	6/26/P/S/494	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Waste recycling projects	P	% Complete	O	7	Comm								
88	6/25/CP/E/370	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Water Reticulation arround Eye of Africa	CP	% Completion	O	7	Eng	100% Complete R6 500 000					100% Complete R6 500 000	Internal	CRR
89	3/10/CP/D/292	KPA 3 / KFA 10: Sustainable Human Settlements (Housing)	Acquisition of White House and Implementation of development plan	CP	Value of Capital invested	O	8	Eng, DP&H, Corp	R 58 000 000	R 12 000 000	R 12 000 000	R R 12 000 000	R 20 000 000		External	NDPG
90	3/13/CP/S/411	KPA 3/KFA 13: Cemeteries	Cemetery upgrading	CP	% Completion	O	8	Comm								
91	6/27/A/P/534	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Community Hall	CP	% Completion		8	ES (EPWP)								
92	6/24/CP/E/425	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Gravel to tar of the streets	CP	% Completion	O	8	Eng								
93	6/27/A/P/536	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Library	CP	% Completion		8	Comm	Construction of a new Library				100% Funding Sper		External	
94	4/27/CP/E/500	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Pay point in area	CP	% Completion		8	Fi								
95	8/32/P/D/395	KPA 8/KFA 32: Local Economic Development & Capacity Building	Primary School	CP	% Completion		8	DEduc								

96	6/30/A/P/559	KPA 7/KFA 30: Cleansing & Waste Management	Skip Bins / Refuse Bins	CP	% Completion		8	Comm								
97	6/27/A/P/535	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Sports & Recreation Facilities	CP	% Completion		8	Comm								
98	6/25/CP/E/383	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Upgrade of Services De Deur	CP	% Completion	O	8	Eng	100% Complete R50 000 000			100% Complete R25 000 000	100% Complete R25 000 000		External	CRR
99	6/25/CP/E/382	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Upgrade of Services Ohenimuri	CP	% Completion	O	8	Eng	100% Complete R50 000 000			100% Complete R25 000 000	100% Complete R25 000 000		External	CRR
100	6/23/CP/E/344	KPA 6/KFA 23: Electricity & Energy Efficiency	Festive Decorating Lights	CP	% Completion	O	9	Eng	R 250 000	R 250 000					Internal	CRR
101	8/32/P/D/396	KPA 8/KFA 32: Local Economic Development & Capacity Building	Jobless / Skills Development Centre	CP	% Completion		9	DP&H								
102	2/9/P/P406	KPA 2/KFA 9: Municipal Law Enforcement	Large name boards for the CBD	P	% Completion	O	9	Prot	100% completion					100% completion		
103	2/8/P/P/398	KPA 2/KFA 8: Emergency Services	Marking of fire hydrants in Ext 4	P	% Completion		9	Prot								
104	2/9/P/ES/277	KPA 2/KFA 9: Municipal Law Enforcement	Paved drop-off area at Meyerton School	CP	% Completion	O	9	Eng	100% Complete R200 000		100% Complete R200 000				Internal	CRR
105	6/24/CP/E/428	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Paving of pavements in CBD	CP	% Completion	O	9	Eng								
106	6/23/CP/E/327	KPA 6/KFA 23: Electricity & Energy Efficiency	Smart metering in industrial area	CP	% Completion	OC	9	Eng	R 5 000 000				R 5 000 000		External	CRR
107	6/23/CP/E/335	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights EXT 4	CP	% Completion	O	9	Eng	R 1 000 000				R 1 000 000		Internal	CRR
108	6/23/CP/E/312	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade Martiens Oosthuizen Network	CP	% Completion	O	9	Eng	R 100 000				R 100 000		Internal	CRR
109	8/32/P/D/397	KPA 8/KFA 32: Local Economic Development & Capacity Building	Small scale agricultural project				10	GDARD								

110	6/24/CP/E/429	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Construction of Spine Road / Johan le Roux Intersection (Sicelo)			O	10	Eng				R 10 000 000	R 10 000 000			
111	6/27/A/P/538	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Formal Taxi Rank				10	SDM								
112	6/23/CP/E/336	KPA 6/KFA 23: Electricity & Energy Efficiency	Morris Road Street lights	CP	% Completion	O	10	Eng	R 5 000 000				R 5 000 000		Internal	CRR
113	2/9/P/P/408	KPA 2/KFA 9: Municipal Law Enforcement	Palisade fencing along Johan le Roux Road (Sicelo)	P	% Completion	O	10	Prot	100% completion			100% completion				
114	6/24/CP/E/433	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Pedestrian bridge over R59			O	10	Gautrans								
115	6/30/A/P/560	KPA 7/KFA 30: Cleansing & Waste Management	Refuse bins				10	Comm								
116	6/23/CP/E/341	KPA 6/KFA 23: Electricity & Energy Efficiency	Sicelo reticulation Network Erf 78 (DoE)	CP	% Completion	O	10	Eng	R 8 000 000	R 8 000 000					External	Grant
117	2/9/P/P/407	KPA 2/KFA 9: Municipal Law Enforcement	Signalise new Spine Road / Johan le Roux Intersection (Sicelo)	P	% Completion	O	10	Prot	100% completion		100% completion					
118	6/27/A/P/537	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Sound system for Multi-purpose Centre				10	Corp								
119	6/27/A/P/539	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Sports Facilities				10	Comm								
120	6/24/CP/E/432	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Storm-water Management System			O	10	Eng								
121	6/23/CP/E/357	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights			O	10	Eng								
122	6/24/CP/E/431	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Tarring of roads in Sicelo			O	10	Eng								
123	6/23/CP/E/337	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade HT & LT Overhead Lines in Ophir Estates	CP	% Completion	O	10	Eng	R 2 250 000				R 2 250 000		Internal	CRR

124	2/9/CP/P/394	KPA 2/KFA 9: Municipal Law Enforcement	Ward 10 - Speed measures Station Road (Speed enforcement/painting/signs)	CP	% of traffic calming measures budgeted, implemented	O	10	Prot	100.00%	0.00%	100.00%	0.00%	0.00%		Internal	CRR
125	6/26/P/S/495	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Construction of transfer station - Ohenimuri	CP	% complete	O	11	Comm								
126	6/25/CP/E/448	KPA 6/KFA 23, 24, 25: Services Infrastructure	De Deur Services	CP	% complete	O	11	Eng								
127	4/27/CP/E/502	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Disability Centre / Old Age Home	CP	% complete		11	Prov. S Serv.	1			1				
128	4/27/CP/E/503	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Formal Taxi Rank - De Deur	CP	% complete		11	SDM								
129	3/12/CP/S/410	KPA 3/ KFA 12: Libraries	Library at Ohenimuri	CP	% complete	O	11	Comm	Construction of a new Library					100% Funding spend	External	
130	4/27/CP/E/504	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Multi-purpose Centre - Ohenimuri	CP	% complete		11	SRAC								
131	6/23/CP/E/338	KPA 6/KFA 23: Electricity & Energy Efficiency	Ohenrimuri - Upgrade of Network	CP	% Completion	O	11	Eng	R 3 000 000					R 3 000 000	Internal	CRR
132	6/23/CP/E/358	KPA 6/KFA 23: Electricity & Energy Efficiency	Ophir Estates - Upgrade HT & LT Overhead Lines & Street lights	CP	% complete	O	11	Eng	R 4 000 000.00							
133	6/24/CP/E/434	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Ophir Estates - Gravel to Tar (Ohio Street)	CP	% complete	O	11	Eng								
134	6/25/CP/E/444	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Ophir Estates Sewer System	CP	% complete	O	11	Eng						R 50 000 000		
135	4/27/CP/E/501	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Pay points for rates and taxes	CP	% complete		11	Fi								
136	2/9/CP/P/399	KPA 2/KFA 9: Municipal Law Enforcement	Signalise R550 / Old Vereeniging Road (M61)-Kliprivier	CP	% Completion	O	11	Prot	100% completion		100% completion					
137	4/27/CP/E/505	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Skills Development Centre	CP	% complete		11	Comm								

138	6/23/CP/E/330	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights in De Deur	CP	% Completion	O	11	Eng	R 1 600 000				R 1 600 000		Internal	CRR
139	6/23/CP/E/359	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights in De Deur	CP	% complete	O	11	Eng	R 5 000 000.00							
140	6/23/CP/E/360	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights on R82	CP	% complete	O	11	Gautrans	R 10 000 000.00							
141	6/24/CP/E/435	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Tarring of roads in De Deur	CP	% complete	O	11	Eng								
142	3/12/CP/S/409	KPA 3/ KFA 12: Libraries	Upgrading of De Deur Library	CP	% complete	O	11	Comm	Upgrading and Construction of Library Roof	R 300 000					External	
143	6/25/CP/E/446	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Ablution facilities for Kyalitsha Informal Settlement	CP	% COMPLETED	O	12	Eng								
144	8/32/P/D/398	KPA 8/KFA 32: Local Economic Development & Capacity Building	Agricultural Project	P	% COMPLETED		12	DP&H								
145	8/32/P/D/400	KPA 8/KFA 32: Local Economic Development & Capacity Building	Agricultural School	CP	% COMPLETED		12	DEduc								
146	6/27/A/P/550	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Centre for people with disabilities	CP	Number of persons benefitting from the centre	OC	12	Comm							External	Private
147	6/27/A/P/546	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Clinic	CP	% Completed		12	Comm								
148	6/27/A/P/540	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Formal Taxi Rank	CP	% Completed		12	Prot								
149	2/9/CP/407	KPA 2/KFA 9: Municipal Law Enforcement	Informal trading shelters	CP	% Completed	O	12	Prot	100% completion			100% completion				
150	6/27/A/P/547	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Library	CP	% Completed		12	Comm	100% Completed Library				100% Funding spen		External	MIG/DAC
151	6/27/A/P/544	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Mobile Clinic for Kyalitsha Informal Settlement	CP	% Budget spent		12	Comm				100% Budget Spent				

152	6/27/A/P/543	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Multi-purpose Centre / Magistrates Court	CP	% Completed		12	Comm	100% Completed MPC					100% Budget spent	External	MIG/DAC
153	6/27/A/P/542	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Multi-purpose Community Centre	CP	% Completed		12	Comm	100% Completed MPC					100% Budget spent	External	MIG/DAC
154	6/27/A/P/549	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Old Age Homes	CP	% Completed		12	Comm								
155	6/27/A/P/541	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Post Office	CP	% Completed		12	SA Post Office								
156	6/24/CP/E/437	KPA 6/KFA 24: Roads & Storm-water Infrastructure	R550 bridge over the R59 to be upgraded	CP	% Completed	O	12	Gautrans								
157	6/30/A/P/561	KPA 7/KFA 30: Cleansing & Waste Management	Recycling project	CP	% Completed		12	Comm								
158	6/27/A/P/545	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Restoration of old court building opposite Kliprivier Police Station	CP	% Completed		12	Comm								
159	8/32/P/D/399	KPA 8/KFA 32: Local Economic Development & Capacity Building	Primary & Secondary School	CP	% Completed		12	DEduc								
160	8/32/P/D/401	KPA 8/KFA 32: Local Economic Development & Capacity Building	Skills Development Centre	CP	% Completed		12	Comm								
161	6/27/A/P/548	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Sport facilities / Show Grounds	CP	% Completed		12	Comm	100% Constructed Sport Centre				Project completion		External	MIG/DAC
162	6/25/CP/E/447	KPA 6/KFA 25: Water and Sanitation Infrastructure	Upgrading of water and sewer network in Klipwater	CP	% Completed	O	12	Eng								
163	2/9/CP/P/393	KPA 2/KFA 9: Municipal Law Enforcement	Ward 12 - Traffic calming measures in Kliprivier, Wellington Nelson Meadow and Boundary Street	CP	% of traffic calming measures budgeted, implemented	O	12	Prot	100.00%	0.00%	100.00%	0.00%	0.00%		Internal	CRR
164	4/27/CP/E/507	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Buycelia or Boltonwold - Clinic / Day Clinic	CP	% Completion		13	Comm	100% completed					100% completed		
165	4/27/CP/E/506	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Clinic to be upgraded	CP	% Completion		13	Comm	100% completed				100% completed			

166	6/23/CP/E/326	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder line to Riversdale	CP	% Completion	O	13	Eng	R 4 800 000			R 4 800 000			Internal	CRR
167	6/24/CP/E/438	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Gravel to tar - Pump Street	CP	% Completion	O	13	Eng								
168	3/10/CP/D/396	KPA 3/KFA 10: Sustainable Human Settlements (Housing)	Removal of illegal land invasions	P	% Completion	O	13	DP&H								
169	6/23/CP/E/323	KPA 6/KFA 23: Electricity & Energy Efficiency	Replace LV Line to underground in Oranje Street and upgrade area voltage	CP	% Completion	O	13	Eng	R 1 200 000		R 1 200 000				Internal	CRR
170	2/9/CP/P/408	KPA 2/KFA 9: Municipal Law Enforcement	Security System CCTV	CP	% Completion	O	13	Prot	100% completion		100% completion of phase	100% completion of phase	100% completion of phase	100% completion of phase		
171	6/23/CP/E/329	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights in Riverdale and Chrissiesfontein	CP	% Completion	O	13	Eng	R 1 500 000				R 1 500 000		Internal	CRR
172	6/23/CP/E/355	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights on major roads	CP	% Completion	O	13	Eng	R 5 000 000				R 5 000 000		External	Gautrans
173	6/23/CP/E/362	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade HT & LT Overhead Lines in Chrissiesfontein	CP	% Completion	O	13	Eng	R 4 000 000.00		R 2 000 000.00	R 2 000 000.00				
174	6/23/CP/E/328	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade overhead lines in Chrissiesfontein	CP	% Completion	O	13	Eng	R 3 500 000				R 3 500 000		Internal	CRR
175	6/23/CP/E/315	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade RI 3 Sub-station Riversdale	CP	% Completion	O	13	Eng	R 1 200 000	R 550 000					External	CRR
176	6/27/A/P/551	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Activity Parks for the youth (skateboard Parks)	CP	% Completion		14	Comm								
177	2/27/CP/P/291	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Fence next to Erma Church Street	CP		O	14	Eng	100% Complete R80 000					100% Complete R80 000	Internal	CRR
178	6/27/A/P/553	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Meyerton Sports Club (Phase 2) - Palisade & Paving	CP	% Completion		14	Comm								
179	6/27/A/P/552	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Old Age Homes	CP	% Completion		14	Comm								

180	6/23/CP/E/342	KPA 6/KFA 23: Electricity & Energy Efficiency	Replace 11 kV overhead line Springbok Street	CP	% Completion	O	14	Eng	R 1 800 000				R 1 800 000		Internal	CRR
181	2/9/CP/P/409	KPA 2/KFA 9: Municipal Law Enforcement	Traffic calming circle at entrance to Meyerton Ext 6	CP	% Completion	O	14	Prot	100% completion			100% completion				
182	6/24/CP/E/359	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Verwoerd Road Widening	CP	% Completion		14	Eng	100% Complete R6 000 000					100% Complete R6 000 000	Internal	Loan
183	6/25/CP/E/372	KPA 6/KFA 25: Water and Sanitation Infrastructure	Bulk Sewer Risiville/Uitvlucht/McKay	CP	% Completion	O	1 / 2	Eng	100% Complete R25 000 000					100% Complete R25 000 000	Internal	CRR
184	6/25/CP/E/371	KPA 6/KFA 25: Water and Sanitation Infrastructure	Bulk Water Risiville/Uitvlucht/McKay	CP	% Completion	O	1 / 2	Eng	100% Complete R7 500 000					100% Complete R7 500 000	Internal	CRR
185	6/27/A/P/509	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Clinic - Mamello	CP	Number of clinics constructed (TAS)		1, 6 & 8	Comm	3			1	1	1	External	Grant, GDHealth
186	6/27/A/P/511	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Youth Development Centre	CP	number of YDC's Completed (TAS)		1, 8 & 10	Comm	2			1	1		External	Grant
187	8/32/A/D/391	KPA 8/KFA 32: Local Economic Development & Capacity Building	Informal Trading Policy to guide establishment of traders stalls	A	Approved policy	O	1,4,5,6, 7,8,9,1 0,11,12 ,13	DP&H	Approve policy	Draft Policy	Approved policy				External	DRDLR/DED /Office of the premier
188	6/23/CP/E/348	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder to Glen Donald	CP	% Completion	O	2 / 13	Eng	R 1 800 000				R 1 800 000		Internal	CCR
189	6/24/CP/E/362	KPA 6/KFA 24: Roads & Storm-water Infrastructure	HoK, Golfpark, Meyerton Cycle Path	CP	% Completion	O	4 / 14	Eng	100% Complete R2 000 000				50% Complete R1 000 000	50% Complete R1 000 000	External	CRR
190	6/27/P/P/388	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Finalised taxi rank	P	Forward a request to Sedibeng for a formalised taxi rank in Ward 4		4 / 7 / 8	Prot							External	Sedibeng
191	2/8/A/P/269	KPA 2/KFA 8: Emergency Services	EMS Offices	A	Number of requests forwarded to Province to establish EMS offices	O	5 / 7	Prot	2	2	2	2	2	2	External	Gauteng Department of Health
192	2/9/P/P/290	KPA 2/KFA 9: Municipal Law Enforcement	Satalite Police Stations	A	Number of requests for Satelite Police Station forwarded to SAPS	O	5 /7/ 8	Prot	3	3					External	SAPS
193	6/23/CP/E/318	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade O5 Sub-station Ophir	CP	% Completion	O	5-8	Eng	R 550 000		R 550 000				External	CRR

194	8/32/P/D/392	KPA 8/KFA 32: Local Economic Development & Capacity Building	Skills Development Centre	P	% complete	IM	6,8,10, 11	DP&H/Eng /Comm	1 000 000	50 000	250 000	500 000	200 000		External	EPWP/MIG/ NYDF/DAC
195	6/27/A/P/389	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Formal Bus & Taxi Shelters	A	Number of requests forwarded to Sedibeng for formalised taxi & Bus shelters		7 / 8	Prot	2	2					External	Sedibeng
196	6/27/A/P/556	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Disability Centre	CP	% Completion		8 / 10	Comm								
197	6/27/A/P/555	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Old Age Home - Sicelo	CP	% Completion		8 / 10	Comm								
198	6/27/A/P/554	KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)	Permanent Clinic	CP	% Completion		8 / 10	Comm								
199	8/32/CO/D/393	KPA 8/KFA 32: Local Economic Development & Capacity Building	Whitehouse Precinct Development	CP	% Completion		8 / 10	DP&H								
200	3/14/CP/S/413	KPA 3/KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl. ECD	Youth Development Plan	CP	% Completion	O	8 / 10	Comm								
201	6/24/CP/E/364	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Storm-water Sicelo	CP	% Completion	O	8 / 10	Eng	100% Complete R5 000 000		20% Complete R1 000 000	40% Complete R2 000 000	40% Complete R2 000 000		External	CRR
202	6/23/CP/E/322	KPA 6/KFA 23: Electricity & Energy Efficiency	Feeder Supply to S16	CP	% Completion	O	8 / 10	Eng	R 3 500 000		R 3 500 000				Internal	CRR
203	6/38/CP/E/331	KPA 6/KFA 23: Electricity & Energy Efficiency	High Mast Lights in Sicelo	CP	% Completion (TAS)	O	8 / 10	Eng	R 1 300 000				R 1 300 000		Internal	Grant
204	6/23/CP/E/309	KPA 6/KFA 23: Electricity & Energy Efficiency	Sicelo Main Sub-station and 88 kV Line	CP	% Completion (TAS)	O	8 / 10	Eng	R 60 000 000	R 60 000 000					External	DoE Grant
205	6/23/CP/E/313	KPA 6/KFA 23: Electricity & Energy Efficiency	Eskom connection fee Sicelo Sub-station	CP	% Completion	O	8 / 10	Eng	R 7 000 000	R 7 000 000					Internal	CRR
206	6/23/CP/E/324	KPA 6/KFA 23: Electricity & Energy Efficiency	Sicelo / De Deur Street lights	CP	% Completion	O	8/10/11	Eng	R 1 600 000		R 1 100 000	R 500 000			Internal	CRR
207	6/23/CP/E/317	KPA 6/KFA 23: Electricity & Energy Efficiency	Upgrade S16 Sub-station Sicelo	CP	% Completion	O	8-11	Eng	R 250 000		R 250 000				External	CRR

208	6/23/CP/E/316	**KPA 6/KFA 23: Electricity & Energy Efficiency**	Upgrade S10 Sub-station Sicelo	CP	% Completion	O	9-10	Eng	R 550 000	R 550 000					External	CRR
209	2/9/CP/P/289	**KPA 2/KFA 9: Municipal Law Enforcement**	LDV for Trade Licensing Section	CP	Number of delivery van purchased	O	All	Prot	4		1	1	1	1	Internal	MLM
210	3/20/P/S/296	**KPA 3/KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl. ECD**	% of unregistered ECD's monitored	P	Database of unregistered ECD	O	All	Comm	100% of all unregistered ECD's	0	0	All unregistered	All unregistered ECD's		Internal	DSD
212	4/22/CP/S/305	**KPA 5/KFA 22: Asset Management (Incl Fleet Asset management)**	240 lt bins	CP	Value of skip bins procured	I	All	Comm	6620000	0	0	2000000	2200000	2420000	Internal	CRR
213	4/22/CP/E/302	**KPA 5/KFA 22: Asset Management (Incl Fleet Asset management)**	3-Ton Flatbed Truck (HP)	CP		I	All	Eng	Delivered R600 000	Delivered R600 000					Internal	Loan
214	2/9/P/P/274	**KPA 2/KFA 9: Municipal Law Enforcement**	Acquisition of fire-arm	P	Number of fire-arm purchased	O	All	Prot	8	4	4	0	0	0	Internal	MLM
215	4/27/CP/E/299	**KPA 6/KFA 27: Municipal and public facilities (Incl. Sport & Recreation)**	Additional Offices for Engineering	CP	% complete	O	All	Eng	100% Complete R600 000		100% Complete R600 000				External	CRR
216	6/25/A/E/369	**KPA 6/KFA 25: Water and Sanitation Infrastructure**	Agreement between Midvaal LM and EMM (ERWAT) Klipriver Business Park/Graceview)	A	Agreement signed (TAS)	O	All	Eng / Corp	Agreement signed						External ERWAT/EMM	
217	3/14/P/S/294	**KPA 3/KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl. ECD**	Assignment of functions to Midvaal Municipality	P	% Child Care functions assigned and executed	O	All	Comm	100% assignable functions as per the Child Care Act	0	100%	0	0		Internal	DSD
218	4/22/CP/E/300	**KPA 5/KFA 22: Asset Management (Incl Fleet Asset management)**	Double Cab (HP)	CP		I	All	Eng	Delivery R1 800 000	Delivery R1 800 000					Internal	Loan
219	6/23/CP/E/347	**KPA 6/KFA 23: Electricity & Energy Efficiency**	Electrical Master Plan	A	% Completion	I	All	Eng	R 500 000	R 500 000					External	CRR
220	2/6/A/SS/395	**KPA 2/KFA 6: Environmental Management**	Eradication of alien and invader plants	A	Funding from GDARD obtained	O	All	Comm		Business plan, drafted, approved & Funded					Internal	GDARD
221	6/24/CP/E/365	**KPA 6/KFA 24: Roads & Storm-water Infrastructure**	Establishment Quarry	CP	% Completion	O	All	Eng	100% Complete R600 000		**33% Complete R200 000**		**67% Complete R500 000**		Internal	CRR
222	2/9/P/P/271	**KPA 2/KFA 9: Municipal Law Enforcement**	Fully equiped road block trailer	P	Purchase road block trailer	O	All	Prot	1	0	1	0	0	0	Internal	MLM

223	6/24/CP/E/422	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Gravel to tar of all the roads	CP	% Completion	O	All	Eng								
224	2/8/CP/P/286	KPA 2/KFA 8: Emergency Services	Lecture room	CP	Total capital spent	O	All	Prot	R 100 000		R 100 000				Internal	MLM
225	2/8/CP/P/287	KPA 2/KFA 8: Emergency Services	Lecture room furniture	CP	Total capital spent on furniture purchased	O	All	Prot	R 30 000		R 30 000				Internal	MLM
226	6/26/P/S/384	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Monitoring: Henley-on-Klip Closure	P	% Compliance with license conditions (TAS)	OC	All	Comm	100	0	0	0	100		Internal	CRR
227	6/23/CP/E/343	KPA 6/KFA 23: Electricity & Energy Efficiency	New Street lights	CP	% Completion	O	All	Eng	R 250 000	R 250 000					Internal	CRR
228	3/14/P/S/295	KPA 3/KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl. ECD	Number of registered ECD's developed & maintained	P	ECD's that meet the norms and standards	O	All	Comm	23	0	0	23	23		Internal	DSD
229	6/23/CP/E/311	KPA 6/KFA 23: Electricity & Energy Efficiency	Prepayment PLC meters	CP	% Completion	O	All	Eng	R 2 000 000	R 2 000 000					External	CRR
230	4/22/CP/S/304	KPA 5/KFA 22: Asset Management (Incl Fleet Asset management)	Replacement of waste fleet	CP	Capital Value of waste fleet procured	I	All	Comm	10800000	1800000	3000000	3000000	3000000		Internal	External Loans
231	2/9/A/P/273	KPA 2/KFA 9: Municipal Law Enforcement	Road signs in Schoongezicht	A	% compliance with street sign and road marking programme adhered to of new signs erected	O	All	Prot	100%	85%	90%	95%	100%	100%	External	Province
232	6/23/CP/E/314	KPA 6/KFA 23: Electricity & Energy Efficiency	Sectionalises for overhead lines	CP	% Completion	O	All	Eng	R 1 500 000	R 600 000	R 300 000	R 300 000	R 300 000		Internal	CRR
233	6/25/CP/E/368	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Sedibeng Reional Sewer Scheme	CP	% completion of funded phase (TAS)	O	All	Eng	100% of funded pase complete	100% of funded pase complete	100% of funded pase complete	100% of funded pase complete	100% of funded pase complete		External	
234	6/25/CP/E/377	KPA 6/ KFA 25: Water and Sanitation Infrastructure	Sewer Master Plan	CP	% Completion (TAS)	O	All	Eng	100% Complete R275 000	100% Complete R275 000					External	CRR
235	4/22/CP/S/306	KPA 5/ KFA 22: Asset Management (Incl Fleet Asset management)	Skip Bins	CP	Value of storage bins procured	I	All	Comm	1250000	250000	500000	300000	200000		Internal	CRR
236	6/24/CP/E/366	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Storm-water Master Plan	CP	% Completion	O	All	Eng	100% Complete R500 000		100% Complete R500 000				Internal	CRR

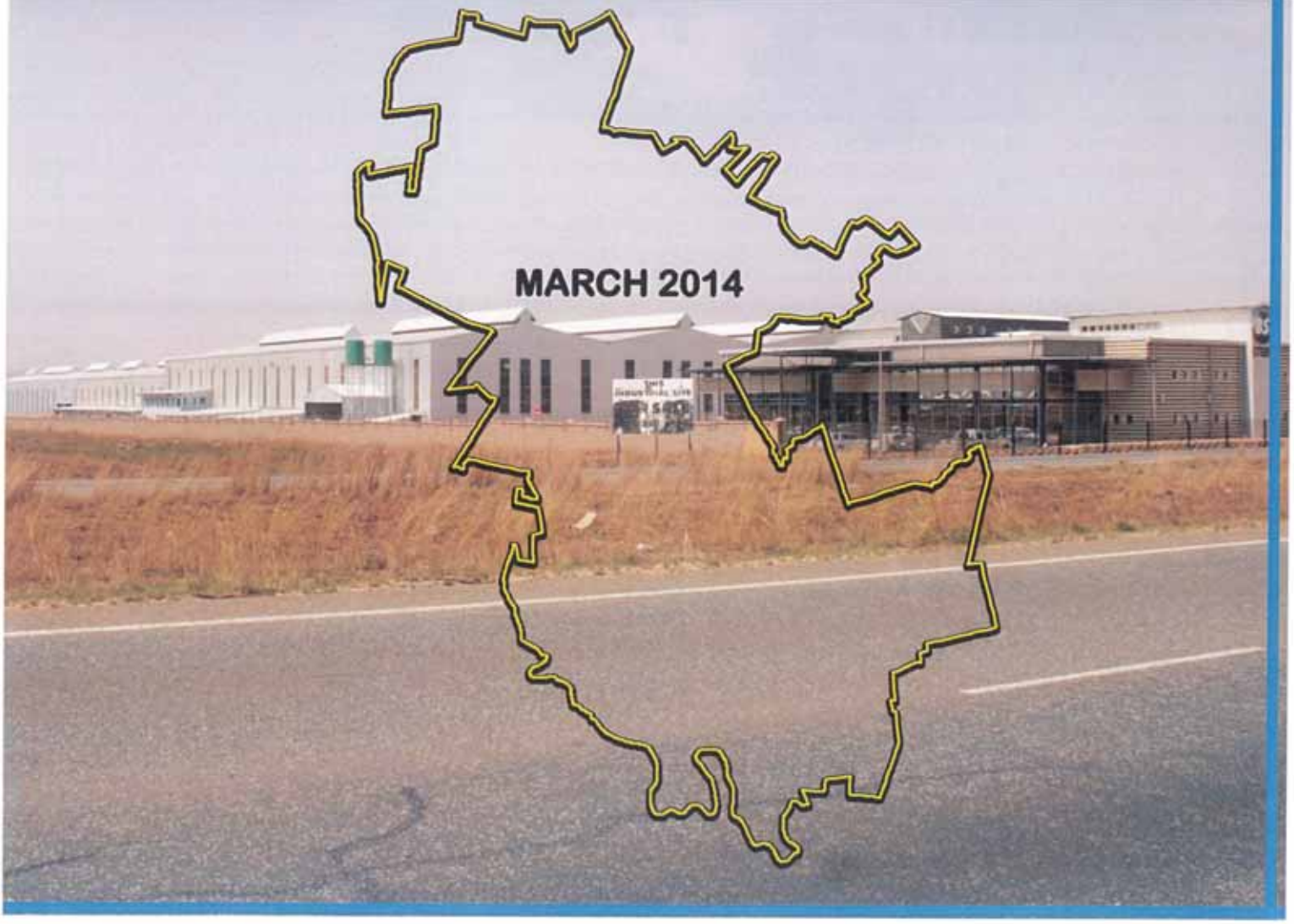
237	6/23/CP/E/361	KPA 6/KFA 23: Electricity & Energy Efficiency	Street lights on major roads	CP	% Completion	O	All	Eng								
238	4/22/CP/S/307	KPA 5/ KFA 22: Asset Management (Incl Fleet Asset management)	Street litter bins	CP	Value in Rand spent on the replacement of street litter bins	I	All	Comm	350000	0	200000	100000	50000		Internal	CRR
239	2/8/CP/P/285	KPA 2/KFA 8: Emergency Services	Swift water trailer	CP	Number of Swift water Trailers purchased	O	All	Prot	1	1	0	0	0		Internal	MLM
240	2/9/P/P/272	KPA 2/KFA 9: Municipal Law Enforcement	Technical team cabster	CP	Number of cabster purchased	O	All	Prot	2	1	1	0	0	0	Internal	MLM
241	6/23/CP/E/320	KPA 6/KFA 23: Electricity & Energy Efficiency	TLB	CP	% Completion	O	All	Eng	R 750 000	R 750 000					External	CRR
242	2/9/P/ES/276	KPA 2/KFA 9: Municipal Law Enforcement	Traffic Calming at Schools	CP	% Completion	O	All	Eng	100% Complete R500 000				100% Complete R500 000		Internal	CRR
243	2/9/CP/P/392	KPA 2/KFA 9: Municipal Law Enforcement	Traffic calming measures at schools (Painting/Signs/Speed Control)	CP	% of traffic calming measures budgeted, implemented	O	All	Prot	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Internal	CRR
244	6/26/CP/S/385	KPA 6/KFA 26: Landfill Sites and Transfer Stations	Transfer Station: Ohenimuri	CP	Capital spent on construction of waste transfer facility	OC	All	Comm	2100000	0	0	0	2100000		Internal	MIG
245	3/20/P/S/297	KPA 3/KFA 14: Arts Culture and Special Programmes (gender, elderly, youth and people living with disabilities) incl. ECD	Upgrading and development plans for unregistered ECD's	P	100% upgrading of all unregistered ECD's	O	All	Comm	Number of upgraded ECD facilities	0	0	Upgrade of 50% of unregistered ECD facilities	Upgrade of 50% of unregistered ECD facilities		Internal	DSD
246	2/8/CP/P/288	KPA 2/KFA 8: Emergency Services	Wall around fire station	CP	Total capital spent	O	All	Prot	R 500 000		R 500 000				Internal	MLM
247	6/30/A/P/562	KPA 7/KFA 30: Cleansing & Waste Management	Washbay: Cleansing Depot	CP	Capital spent on the provision of wash bay for waste fleet	OC	All	Comm	300000	0	0	0	300000		Internal	CRR
248	4/22/CP/E/303	KPA 5/KFA 22: Asset Management (Incl Fleet Asset management)	Water Tanker (HP)	CP		I	All	Eng	Delivered R750 000	Delivered R750 000					Internal	Loan
249	6/24/CP/E/357	KPA 6/KFA 24: Roads & Storm-water Infrastructure	Construction of K154 between R59 and N1	CP	% of funded phase Completed (TAS)	O		Eng	100% of funded phase completed	100% of funded phase completed	100% of funded phase completed	100% of funded phase completed	100% of funded phase completed		External	Gautrans

ANNEXURE B

SPATIAL DEVELOPMENT FRAMEWORK (SDF)

MIDVAAL

DRAFT
MIDVAAL
SPATIAL DEVELOPMENT FRAMEWORK



MARCH 2014

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MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

BACKGROUND

This document represents the Spatial Development Framework for the Midvaal Area. It comprises a brief **Status Quo Summary (see Chapter 1)**, followed by the **Spatial Development Framework (Chapter 2)** and a number of **Annexures** which mainly include extracts from relevant **Midvaal Policies** which provide detailed supplementary guidelines to the Development Principles which the SDF is based upon.

The more detailed Status Quo information which formed the basis for the SDF is contained in Chapter 2 of the Midvaal Integrated Development Plan.

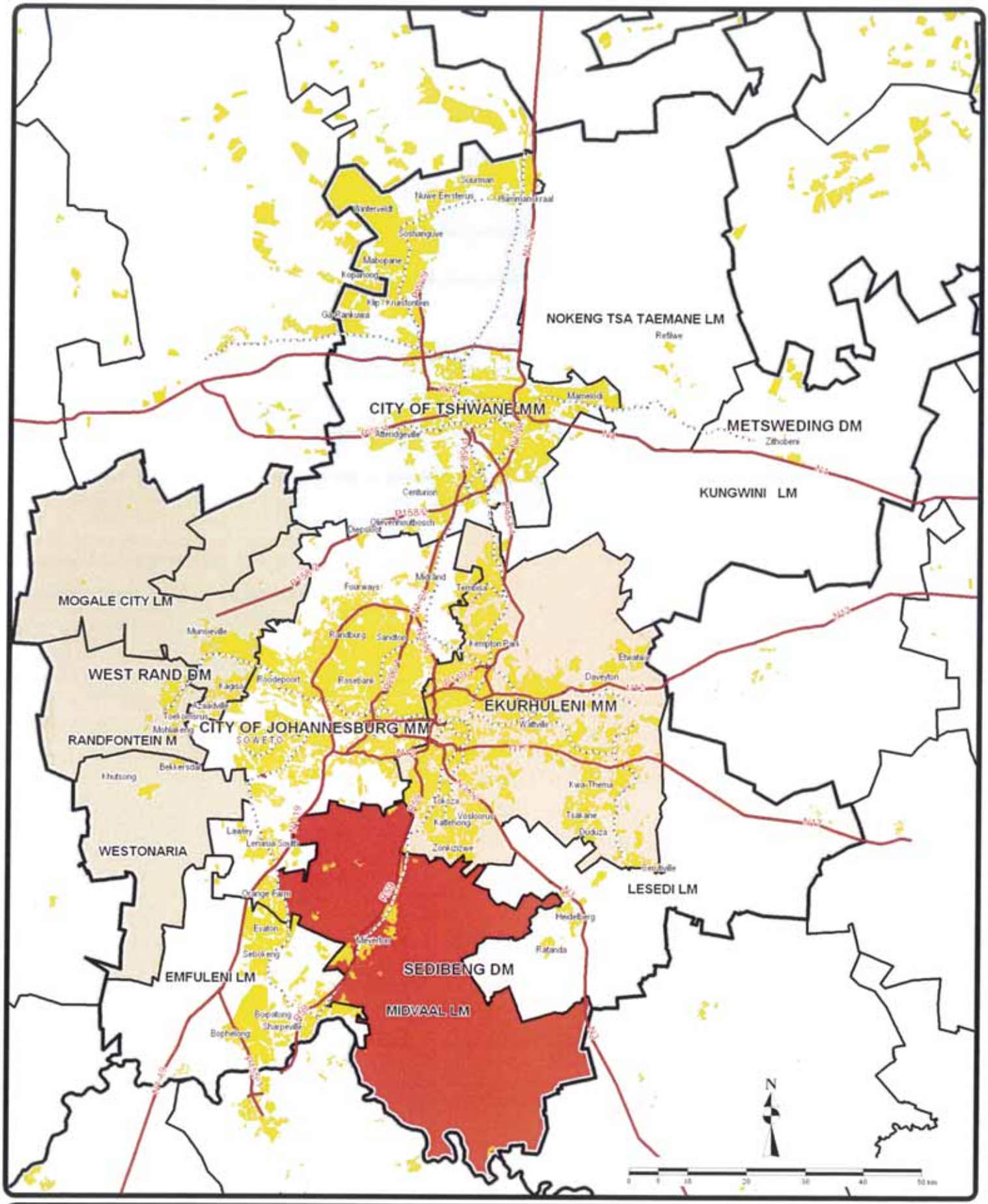
CHAPTER 1: STATUS QUO SUMMARY

1.1 LOCALITY AND REGIONAL PERSPECTIVE

The Midvaal Local Municipality is one of three local municipalities located in the Sedibeng District Municipality, which constitutes the southernmost local authority in Gauteng Province (**Figure 1**). The population of the Midvaal Municipality, according to the 2007 Census is estimated at 83 443 persons, which constitutes approximately 8% of Sedibeng's population and 0,7% of the Gauteng population. The average annual population growth since 1996 has been approximately 4,27%.

Together with the Emfuleni municipal area, it constitutes the major centre of economic activity in the southern parts of Gauteng Province. It is also evident from **Figure 2** that the nature of economic activity in this region is mostly industrial with the two industrial cores being located in Ekurhuleni to the north, and Emfuleni towards the south, with Midvaal being located midway between these two cores. These three areas are all linked together via the R59 freeway.

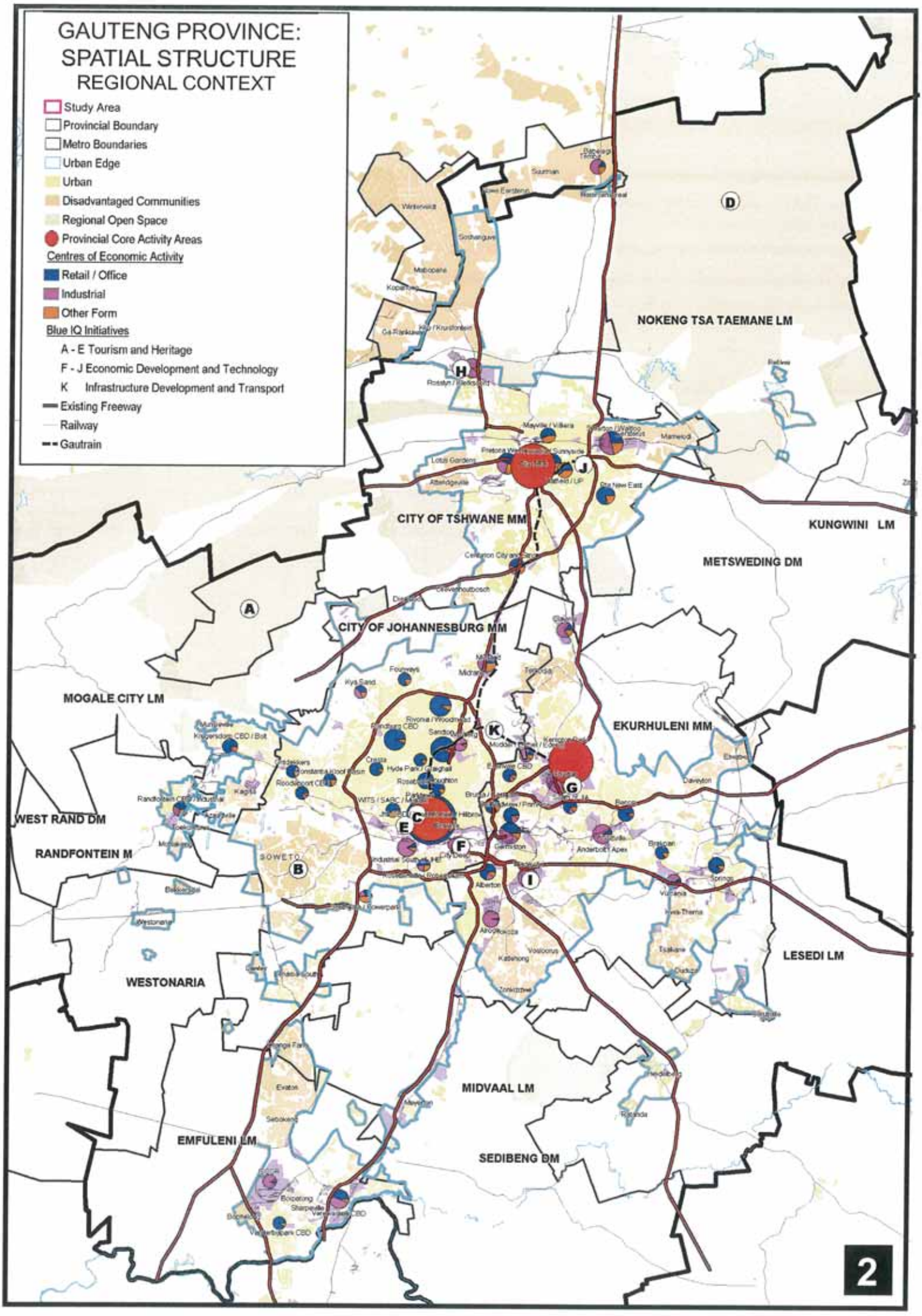
The Midvaal Municipal Area is situated south of the main concentration of current and future economic activities in Gauteng. The area between the City of Johannesburg, OR Tambo International Airport and City of Tshwane was identified through the Gauteng Spatial Development Framework as the core economic focus area in which the bulk of economic development of Gauteng Province is expected to take place in future (see Figure 2). The majority of the Blue IQ projects (economic infrastructure investment projects) in the Province also occur in this area, namely:



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
REGIONAL CONTEXT

- City of Tshwane Metro Municipality
- Metsweding District Municipality
- West Rand District Municipality
- City of Johannesburg Metro Municipality
- Ekurhuleni Metro Municipality
- Sedibeng District Municipality
- Midvaal Local Municipality

1


GAUTENG PROVINCE:
SPATIAL STRUCTURE
REGIONAL CONTEXT
Study Area
Provincial Boundary
Metro Boundaries
Urban Edge
Urban
Disadvantaged Communities
Regional Open Space
Provincial Core Activity Areas
Centres of Economic Activity
Retail / Office
Industrial
Other Form
Blue IQ Initiatives
A - E Tourism and Heritage
F - J Economic Development and Technology
K Infrastructure Development and Transport
Existing Freeway
Railway
Gautrain
NOKENG TSA TAEMANE LM
CITY OF TSHWANE MM
KUNGWINI LM
METSWEDING DM
CITY OF JOHANNESBURG MM
MOGALE CITY LM
EKURHULENI MM
WEST RAND DM
RANDFONTEIN M
SOWETO
WESTONARIA
LESEDI LM
MIDVAAL LM
EMFULENI LM
SEDIBENG DM
A
B
C
D
E
F
G
H
I
J
K
2

- the Gautrain Rail which links into Johannesburg International Airport (JIA);
- the Johannesburg International Airport;
- the Industrial Development Zone directly adjacent to the east of JIA;
- the Alrode/Wadeville corridor; and
- the City Deep project.

Also evident from Figure 2 are the major concentrations of disadvantaged/low income communities located in three main core areas:

- Soweto to the north west;
- Orange Farm, Evaton and Sebokeng to the west; and
- Katlehong, Thokoza and Vosloorus to the north-east.

As reflected on **Figure 3** the area to the west of routes R59 and R82, around the N1 freeway, is characterised by large concentrations of low income communities, with very limited economic activity located locally. Figure 3 also illustrates potential areas for the future expansion of these towns and settlements, and from this it is evident current trends will prevail in future.

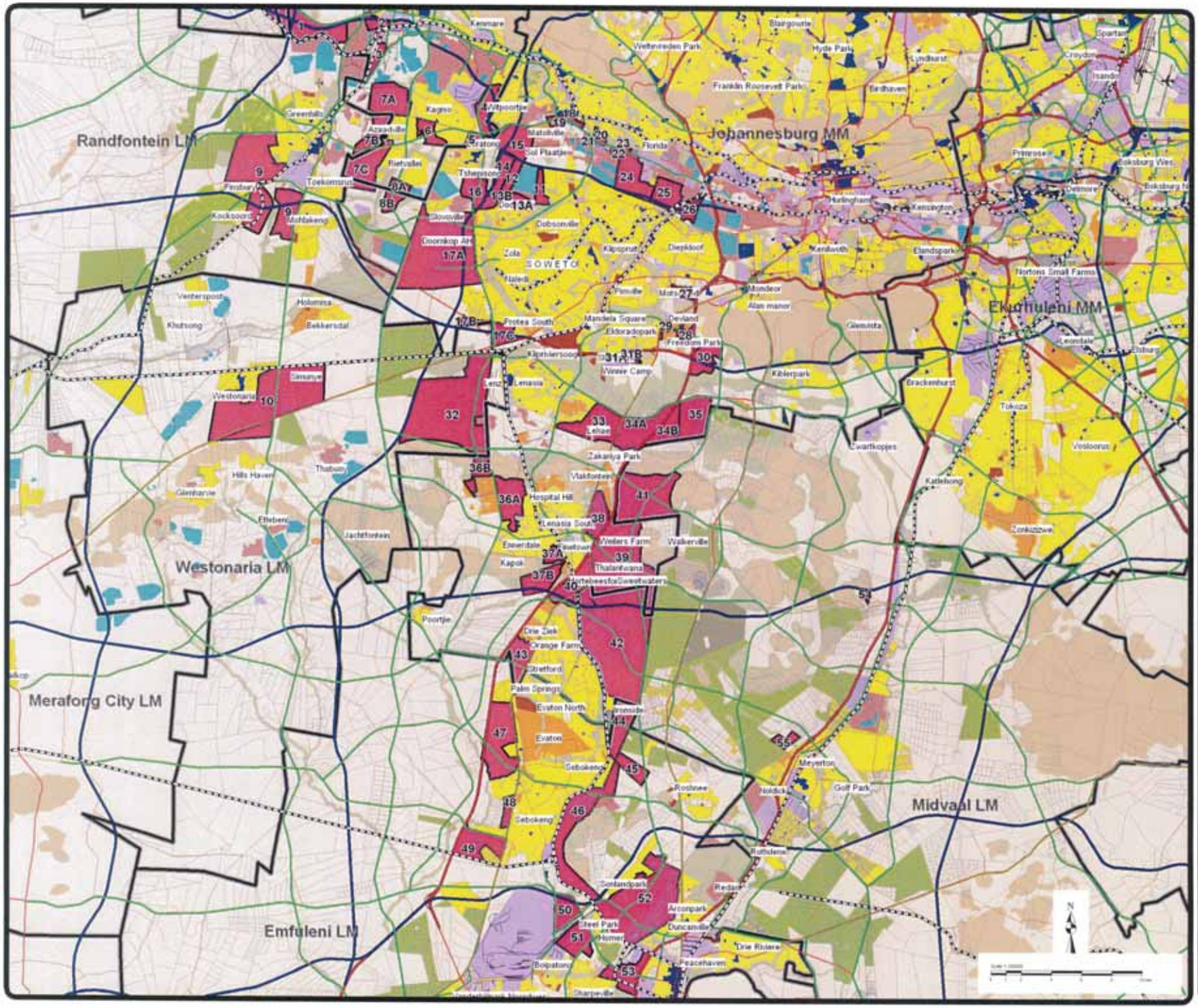
These communities will thus in future continue to be largely dependent on job opportunities in Joburg, Ekurhuleni, Emfuleni and Midvaal.

The spatial structure of the Midvaal Municipal area is predominantly that of a rural area (**Figure 4**), with extensive farming constituting approximately 50% of the total area of jurisdiction. There are two significant natural features impacting on the physical structure, namely the Suikerbosrand Nature Reserve and the Vaal River, which forms the southern boundary of the municipality and Gauteng Province. Secondary natural features which play a significant role in the development dynamics of the area are the Klip River, Suikerbosrand River and the Vaal Dam.

Development in Midvaal is concentrated in the north-eastern half of the municipal area and occurs around the R59 freeway in the east and the R82 freeway in the west. Prominent towns and development occurring along these routes are:

- R59: Waterval, Randvaal, Henley-on-Klip and Meyerton.
- R82: Tedderfield, Walkerville and De Deur.

Meyerton is the highest order town in the Midvaal area with a relatively large business and residential component. The other towns mentioned above are mainly service centres to the surrounding rural areas. The towns are surrounded by agricultural holdings, which are mainly used for rural residential purposes, and extensive farming areas.

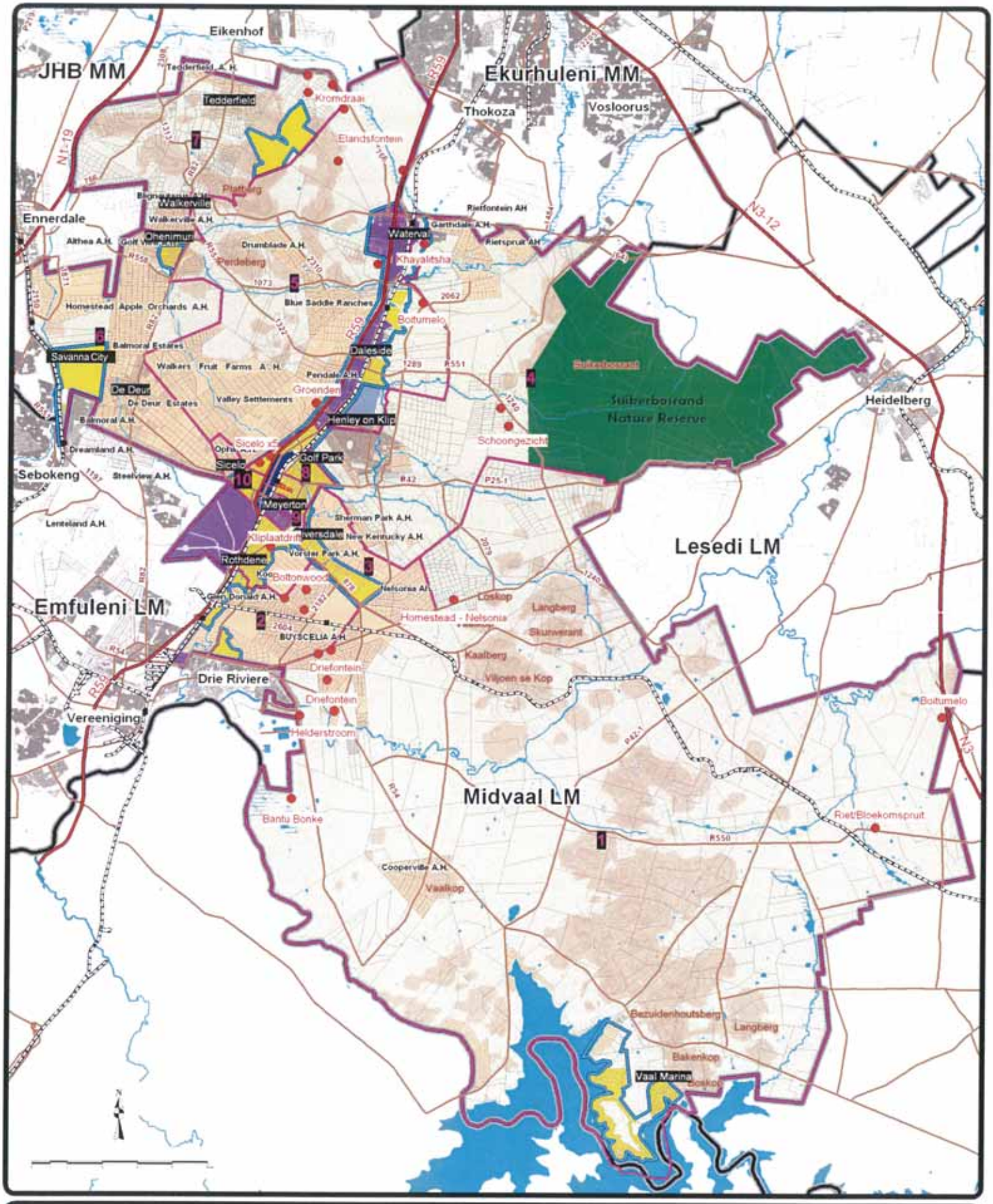


JOBURG SOUTH PLANNING FRAMEWORK

POTENTIAL PRIORITY HOUSING AREAS

- Metro Boundaries
- Residential
- Potential Priority Housing Areas
- Informal
- Business
- Agricultural Holdings
- Industrial / Commercial
- Power Station / Shooting Range
- Cemetery
- Mining
- Landfill Sites
- Mine Dumps / Slimes Dams
- Open Space / Recreation
- Ridges
- Freeways
- Proposed Freeways
- K - Routes
- Main Roads
- Secondary Roads
- Railway

3



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

STUDY AREA

- Residential
- Rural Residential
- Existing Mixed Use
- CBD
- Industrial / Commercial
- Mining
- Suikerbosrand Nature Reserve
- Extensive Farming
- Ridges
- Wards
- Urban Development Boundary
- Informal Settlements EMF
- Freeways
- Roads
- Stations

4

1.2 LAND USE AND SETTLEMENT PATTERNS

Midvaal Local Municipality can be described as a primarily rural area. It offers approximately 300 business sites and 450 industrial sites. The major urban concentration within the MLM is in Meyerton, which is situated along the R59, and which also holds the CBD area. Walkerville, De Deur and Henley-on-Klip are smaller settlement areas characterised by agricultural holdings, rural residential uses, and farms.

Industrial/commercial activities are clustered along the main routes such as the R82 and the R59 and around existing nodes.

Larger industries, such as Nampak and Everite are situated next to the main transport and railway lines in the Waterval area in the northern parts of the R59 Corridor.

Several smaller order commercial and industrial activities are also located in the Meyerton area further to the south which can be described as the commercial hub of the Midvaal area.

Mining has potential in the Midvaal area, but it has not yet been thoroughly investigated. The Glen Douglas mine, situated near Randvaal, extracts dolomite and is the only operational mine in the area. Proposals for further mining in the area are being explored by mining companies such as Exxaro.

The Vaal Marina area and other development areas around the Vaal Dam are developing areas which could be described as peri-urban.

Agricultural holdings occupy large parts of the north and north-western portion of the study area which range from small to significant in size. The Agricultural Holdings are utilized for several purposes ranging from rural residential and farming practices to commercial agriculture.

Agricultural activity in Midvaal is characterised by diverse activities such as commercial farming operations (crop production including maize and grain and animal production including milk, beef, mutton and lamb, eggs and poultry). The performance of the agricultural sector is very dependent on climatic conditions and may fluctuate from year to year.

- **Residential**

Formal towns are found in the following areas:

Table 1: Towns in the MLM Area

Meyerton	Risiville	De Deur	Walkerville
Vaal Marina	Henley-on-Klip	Ohenimuri	Witkop
Klipwater	Klipriviersdorp	Highbury	Riversdal
Rothdene	Eye of Africa	Golf Park	

Source: MLM IDP, 2006

All of these townships, with the exception of Ohenimuri, consist of large erven (in excess of 2000m² in some instances). A single dwelling house and subsidiary dwelling unit for domestic workers usually occupy these properties. The average stand size in Ohenimuri is 700m².

- **Rural residential**

Rural residential land use occurs in the form of farmhouses and houses on agricultural holdings. These activities are mostly concentrated in the north-western part of the municipal area, and more specifically around route R82 to the west, and on both sides (east and west) of route R59.

- **Informal Residential**

There are several incidents of informal settlement in the Midvaal area, which include the following areas as depicted on Figure 4:

Shack farming:

- Boltonwold Informal Settlement
- Uitgevallen Informal Settlement
- Keytersrus Informal Settlement
- Homelands Informal Settlement
- Nelsonia Informal Settlement
- Brakfontein Informal Settlement
- Allewynspoort Informal Settlement

Informal Settlements:

- Jaconi's Farm
- Piel's Farm
- Sicelo Shiceka
- Lima's Farm
- Khayalitsha
- Boitumelo

"Shack farming" refers to a specific practice where farmers rent out land on agricultural holdings and farms at exorbitant prices. In many instances this practice leads to a total abandonment of farming, while tenants live in poor conditions often without basic services.

Considering that most informal settlements do not enjoy any formal tenure, and the land was illegally occupied, the residents of these settlements have no sense of security. Unconventional building materials are used for the construction of structures and do not comply with any building standards, making the buildings unsafe. Service levels to these areas are also low and the need to formalise and upgrade of the settlements is a priority or alternative housing by the Department of Housing.

The residential densities in these areas are extremely high and this results in extreme pressure on the environment. Informal settlements often occur on land not suitable for housing development, such as within the 1:50 and 1:100 year flood line areas or areas with problematic geotechnical conditions.

- **Smallholdings**

The Midvaal area is largely characterised by two types of settlements namely, agricultural holdings and farms.

The agricultural holdings are mostly characterised by a main dwelling unit and subsidiary dwelling units where domestic workers and other labourers stay. Agricultural holdings in the area are used for small, intensive agricultural purposes, secondary industries, or pure residential purposes. Service levels on these agricultural holdings vary.

Farms are usually occupied by a main dwelling house and subsidiary dwelling units for farm labourers. Farms are mostly supplied with electricity by Eskom and provide their own water, sanitation and refuse removal services. Farmers mostly assist farm labourers with these services.

- **Land Use Management**

At present the Midvaal Municipality is making use of the following statutory land management documents (Town Planning Schemes):

- Walkerville Town Planning Scheme, 1994;
- Peri-Urban Town Planning Scheme, 1978;
- Randvaal Town Planning Scheme, 1994;
- Meyerton Town Planning Scheme, 1986;
- Vereeniging Town Planning Scheme, 1992;
- Vaal Marina Town Planning Scheme, 1993;

- Eikenhof Integrated Development Framework with specific requirements for Site Development Plans and prescriptions for EIAs and IEM procedures. Proposals for bio-filter purification and bio-filter information are also provided.

The need for uniform land use management measures and policies throughout the Midvaal area is however essential. However, the Land Use Management Bill, which requires that a uniform Land Use Scheme must be formulated for an area, first has to be promulgated, whereafter it will be compulsory to establish a uniform Land Use Scheme.

1.3 WATER AND SANITATION

The standard for water provision in terms of the Reconstruction and Development Plan and Water Supply and Sanitation White Paper is 25 litres per person per day, within 200 metres walking distance. This was confirmed by government's commitment to deliver 6 kilolitres of free water per household per month, which now has to be implemented by municipalities.

Approximately 71% of households in the Midvaal area enjoy the availability of clean water inside their houses. Approximately 97% of households have access to treated water, while ±3% obtain water from untreated sources. The backlog in terms of water provision is therefore estimated at approximately 3% of households, or 933 households. It is considered that it is mainly farm labourers and residents of informal settlements who do not have access to treated water sources (MLM IDP, 2006).

It is recognised that access to basic services is a human right, but water is a scarce resource, particularly in South Africa with generally low levels of rainfall. Vast distances between settlements and the largely rural character of the Midvaal area complicates the provision of water to these areas even further.

1.3.1 Water Service Provision and Capacity

Rand Water is the main service authority for bulk water supply in the Midvaal area, with a main water pipeline (2 300mm diameter) transversing the Suikerbosrand area. Bulk water to the rural areas is supplied mainly by the Daleside and Langerand reservoirs and pipeline systems of Rand Water. Rand Water does not serve Vaal Marina, but the water supply in Vaal Marina forms part of a service contract entered into between the local municipality and a contractor.

The Daleside system supplies water to the Randvaal area and part of the De Deur/Walkerville area. The Langerand system supplies water to the De Deur/Walkerville area and parts of the former Lekoa Vaal and Greater Johannesburg Metropolitan areas. No regional bulk water scheme currently exists in the Eikenhof area to the north of Tedderfield.

The groundwater source in the region is mainly used for irrigation for agricultural purposes. Large quantities of groundwater are present in the dolomite areas. This source of water is under-utilised, but to minimise the possible development of sinkholes, careful consideration should be given to any withdrawal from this source (Wagner Nel, 1998).

The main rivers in the region, namely the Klip, Riet and Suikerbos Rivers flow into the Vaal River in the south. Water in these rivers is polluted by various sources and is used mainly for agricultural irrigation.

Industries such as Nampak (outside Midvaal), Heineken, and Everite are supplied with potable water directly from Rand Water pipelines. The Klipwater Township in the Waterval area is serviced via a 200kl elevated tower from an eastern Rand Water pipeline.

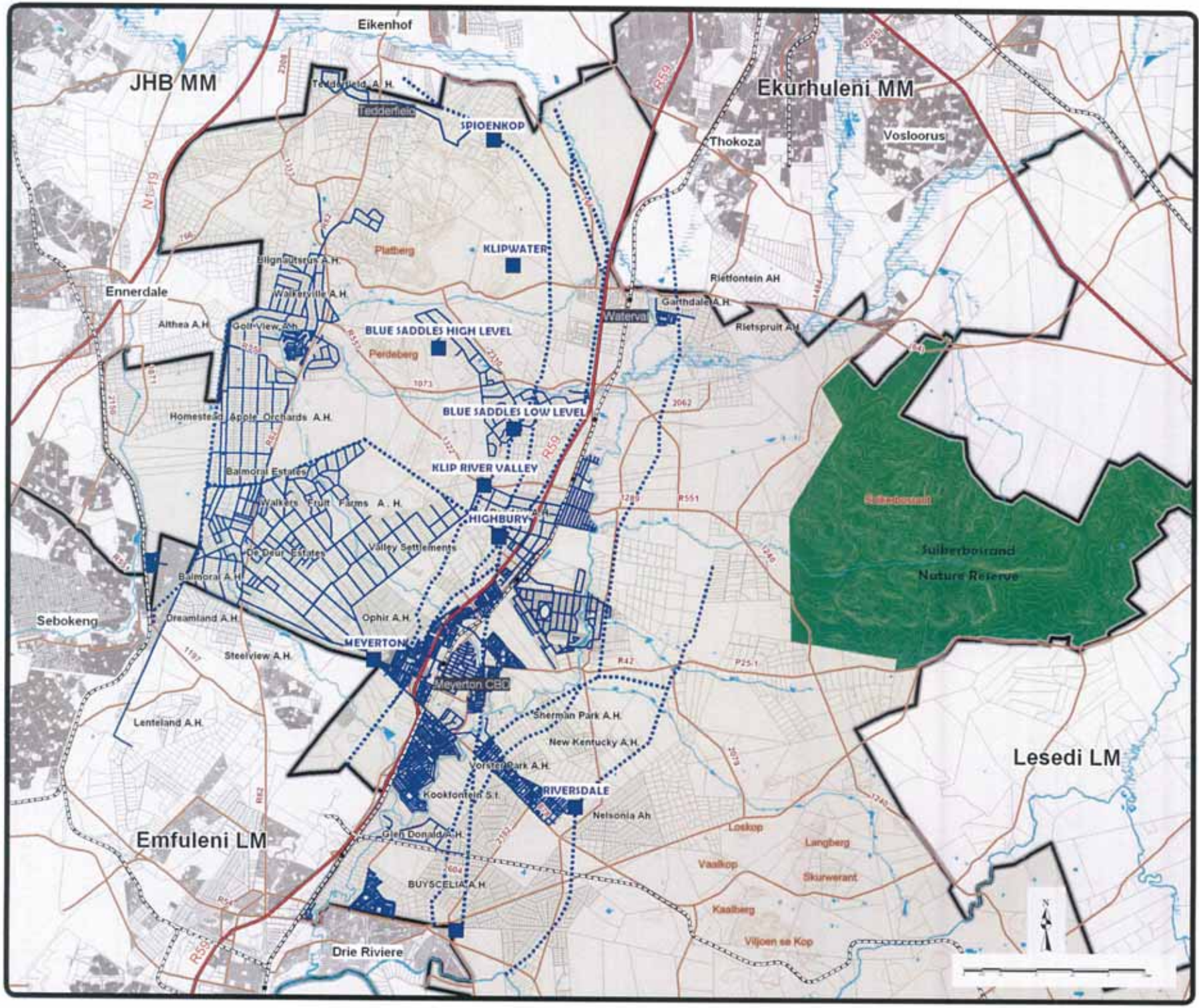
Rand Water recently constructed the new Spioenkop reservoir and pumpstation. This reservoir has a 42 Ml capacity and is located approximately 16 km north west of Meyerton. This new infrastructure benefits users in Orange Farm, Ennerdale, Weilers Farm/Sweetwaters (City of Johannesburg) and Walkerville/De Deur (Midvaal).

Meyerton is serviced by 2x10Ml reservoirs situated in Meyerton Farms. Rand Water supplies water to the reservoirs. A borehole also exists to supply water to this reservoir, but is currently not in use. No capacity problems are experienced in the Meyerton area.

Riversdale is serviced by a 50kl water tower. This tower is filled by means of a pump station in Jan Neethling Street. An additional connection to the nearby Rand Water line is required to solve some supply pressure problems in the area.

As reflected on **Figure 5** the following areas in Midvaal have internal water reticulation systems:

- Apple Orchards;
- Blue Saddle Ranches;
- De Deur;
- Duncanville Ext. 3
- Golfview;
- Henley-on-Klip;
- Highbury;
- Ironsyde A.H.,
- Kliprivier;
- Meyerton;
- Tedderfield;
- Ohenimuri;
- Parts of Walkerville;



MIDVAAL LOCAL MUNICIPALITY

SPATIAL DEVELOPMENT FRAMEWORK

WATER RETICULATION NETWORK

- Water
- Rand Water Pipeline
- Reservoir

5

- Randvaal;
- Risiville; and
- Vaal Marina. (Midvaal Local Municipality, 2002).

From this it is evident that the water reticulation network is mostly concentrated to the west of route R82 and to the east of route R59, as well as the rural residential area in-between which includes the broader Walker's Fruit Farms area.

It should be noted that the reticulation system was originally designed and constructed in accordance with the land use characteristics and associated water demand in the various parts of the Midvaal area e.g. agricultural holdings, residential, industrial etc.

As a result there is very limited spare capacity on the system to cater for significant land use changes, densification etc without large scale upgrading of the system.

The most problematic areas in terms of current capacity include the Sicelo area, Henley-on-Klip, Walker's Fruit Farms, Blignautsrus, Homestead Apple Orchards, Ohenumuri, Golf View, Daleside, Kookrus and the eastern parts of Riversdale.

Farmers usually provide water to their farm workers. However, when farms are sold or sub-let, workers lose access to this water.

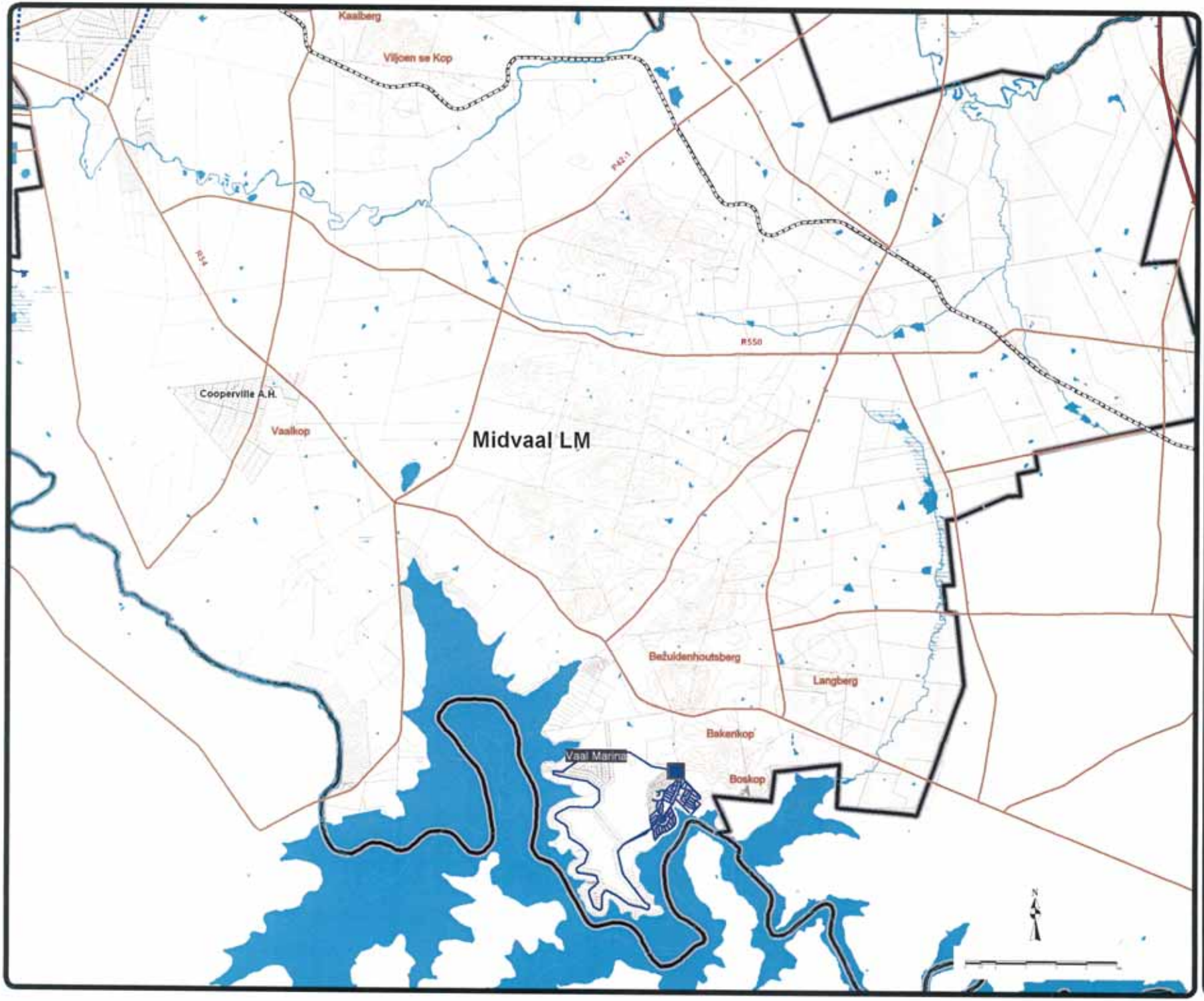
Water is currently being supplied to Sicelo informal settlement by means of pre-paid water metres at 200m intervals. The water provision in Sicelo (phase I) has just been completed and (phase II) will proceed shortly.

Vaal Marina has a new 10Ml reservoir and the water treatment works has been upgraded (see **Figure 6**). The new proposed development for the Mamello Township is currently in the planning phase.

1.3.2 Sanitation Service Provision and Capacity

Approximately 82% of households in the Midvaal area are served by waterborne sewer, which is relatively high, considering the rural nature and vast extent of the area. Assuming that the pit latrines are not Ventilated Improved Pit Latrines, it could be said that the sanitation backlog in the area is 18% or 5598 households. It is considered that it is mostly farm labourers and residents of informal settlements who do not have access to proper sanitation facilities.

Within Midvaal, waterborne systems for wastewater generated are present in the following areas as reflected on **Figure 7**:



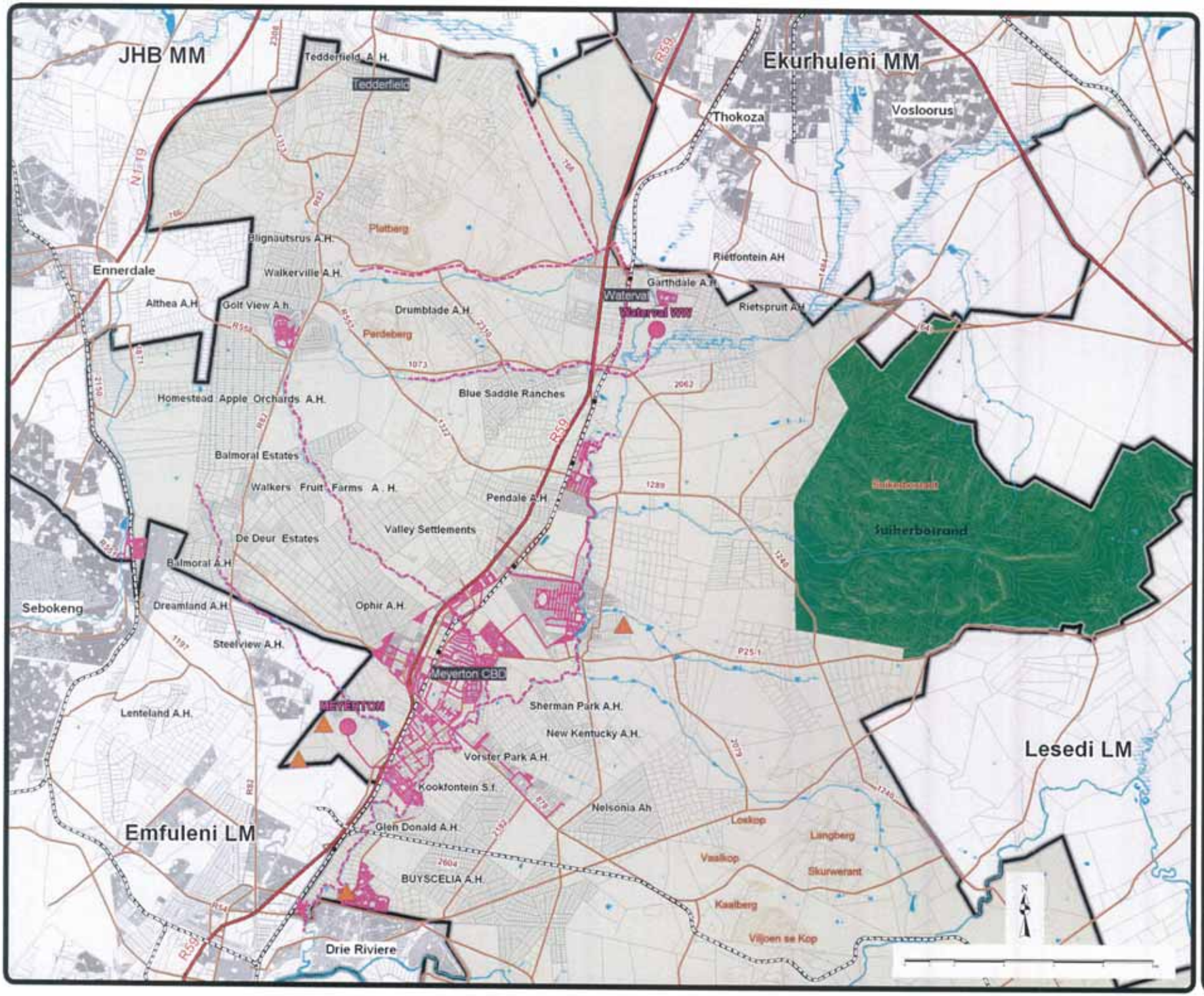
MIDVAAL LOCAL MUNICIPALITY

SPATIAL DEVELOPMENT FRAMEWORK

WATER RETICULATION NETWORK

- Water
- Rand Water Pipeline
- Reservoir

6



MIDVAAL LOCAL MUNICIPALITY

SPATIAL DEVELOPMENT FRAMEWORK

SANITATION

- Treatment Facilities
- Outfall Sewer
- Solid Waste Disposal Sites
- Sewer Network

7

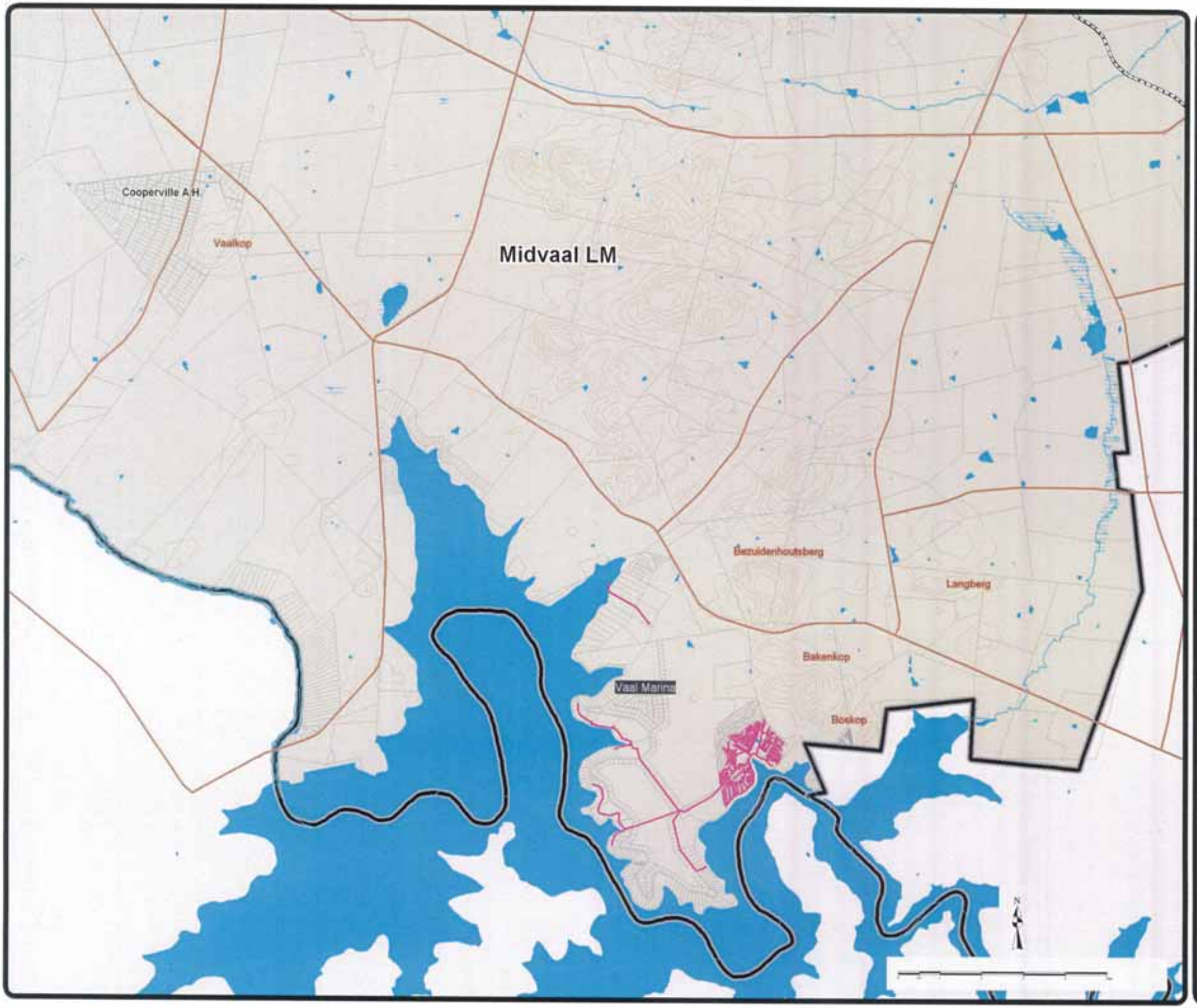
- Meyerton: Wastewater is carried through main sewer piping ranging from 100 mm to 1700 mm to the main sewer pumping station at Rothdene. All of this water is pumped to the Meyerton reclamation works. The capacity of the works is 10Ml and is currently over this limit.
- Randvaal: Wastewater generated within the southern parts of this area drains through a main sewer system ranging from 100 mm to 400 mm towards the Meyerton catchment area. It is presently treated at the Meyerton water works. The Meyerton facility needs to be extended to enlarge capacity.
- Fairway Village (Ohenimuri), Walkerville: This is the only proclaimed township in the rural area of Walkerville and 75% of the township is provided with waterborne sewer. The wastewater drains to the Ohenimuri water works situated adjacent to Fairway Village/Ohenimuri.
- Waterval Waste Water Treatment Works: This is the property of the East Rand Water Company (ERWAT) and is located south of the Klipwater Township on the northern boundary of the region. This township and industries such as Everite and Nampak drain to this facility. The system is currently being upgraded by ERWAT.
- Blue Saddle Ranches: No water borne sewer system is available. Septic tanks and a french drain system is in use.
- Henley-On-Klip: Water borne sewer system where available is drained to the Meyerton reclamation works via the Meyerton sewer system. The Septic Tank Effluent Drainage (STED) system is also in use in parts of the Henley-On-Klip region.
- Vaal Marina: This township (**Figure 8**) is serviced on a contract basis by means of its own water works, with strict regulations enforced by Rand Water and the Department of Water Affairs and Forestry, seeing that this township is situated directly adjacent to the Vaal Dam, Gauteng's main water source (Vuka et al, 1999).

No formal sewerage network exists in the remainder of the Midvaal area. Sanitation is generally addressed by means of pit-latrines or septic tanks, and french drains. Biochemical systems is the preferred technology of the Midvaal Municipality. Farmers often assist their farm labourers in this respect. Initiatives are currently under way to provide Sicelo and Mamello with sanitation.

1.4 SOLID WASTE COLLECTION AND DISPOSAL

There is a regional landfill site located to the north of the Suikerbosrand Nature Reserve, outside the jurisdictional area of Midvaal. There is a small landfill site in Vaal Marina, which is in the process of being licensed. The landfill sites in Walkerville and Henley-on-Klip are currently being licensed. There are mini-dump sites in Risiville, Klipriver, and Meyerton.

About 80% of Small Holdings and Agricultural Holdings have access to refuse removal services.



MIDVAAL LOCAL MUNICIPALITY

SPATIAL DEVELOPMENT FRAMEWORK

SANITATION

- Treatment Facilities
- Outfall Sewer
- Solid Waste Disposal Sites
- Sewer Network

8

While it is recognized that there is no refuse removal services in the extensive agricultural and rural areas, the sensitive nature of the natural environment and proximity to major rivers indicate that this is a potentially hazardous situation. This indicates a need for smaller landfill sites located throughout the region to assist communities in the agricultural and rural areas with refuse disposal in a safe and environmentally conscious manner. There is a need for a Solid Waste Master Plan for Midvaal, to deal with the social, physical and environmental aspects of solid waste management.

1.5 ELECTRICITY

As depicted on **Figure 9** only a small part of the Midvaal municipal area is provided with electricity by the local municipality, while the entire remainder area is served by Eskom.

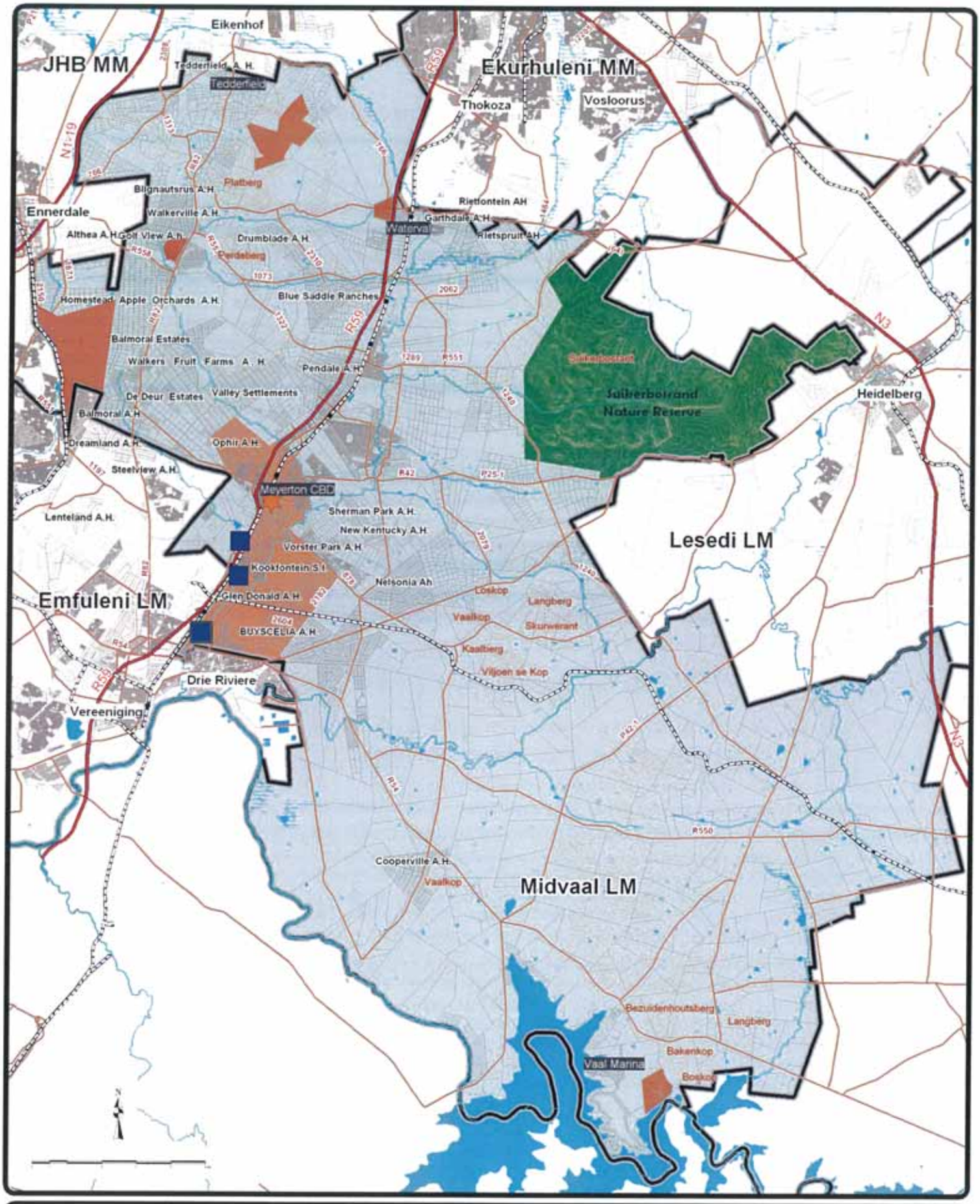
Approximately 79% of households in Midvaal receive electricity from the local authority, Eskom, and 1% from other sources. This implies that there is a backlog of approximately 18% of the households, or 5598 households without access to electricity. It is considered that it is mostly farm labourers and residents of informal settlements who do not have electricity. Electricity provision to schools, clinics and other community facilities should also enjoy priority.

1.6 ROAD NETWORK

The existing road network provides a connection between the north and south, however there is a lack of sufficient east-west connection as depicted on Figure 4.

The following are routes of national and/or provincial and local significance in and around the Midvaal area:

- The R59, a north-south route, and the main route which links Vereeniging with Alberton and the N12 in Johannesburg. This route is situated in the central part of Midvaal Local Municipality area.
- N1 which is the major national north-south route linking Musina in the north to Cape Town in the south and which passes the Midvaal area adjacent to the west;
- N3 which is the major transport link between Gauteng Province and Ethekwini (Durban) and which passes the Midvaal area a few kilometres to the north-east;
- The R82, a secondary north-south route linking Vereeniging and Johannesburg via Walkerville, situated in the western parts of Midvaal.
- The M61, a secondary north-south route running parallel to the R59 linking Vereeniging and Alberton via Meyerton, Randvaal and Kliprivier, situated in Midvaal.



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
ELECTRICITY

- Eskom Supply Area
- Municipal Supply Area
- Eskom Substations
- Municipal Substations

- The R42 runs east-west through Midvaal and links Meyerton with Heidelberg and the N17 in the Lesedi Local Municipality.
- The R551, an east-west route between the N1 and the Suikerbosrand Nature Reserve. This road merges with the R42 at the Nature Reserve.
- The R550, an east-west link between the N3, R59 and R82 in Midvaal.
- The R54, which links Vaal Marina to the R82 in Midvaal.

Stormwater runoff is a particular problem in the rural areas where roads are not properly constructed. During heavy rains damage is caused to roads by stormwater, rendering the roads unusable and requiring frequent maintenance and repair. Henley-on-Klip experiences continuous problems with stormwater during the rainfall season.

1.7 RAILWAY NETWORK

The main railway line in the Midvaal area stretches from north to south parallel to the R59 and connects Vereeniging with Germiston and Johannesburg. There is a secondary railway line from this line, which runs from east to west through the area. The railway is mainly used for freight services in Midvaal, although the line through Vereeniging, Sebokeng and Orange Farm is more intensively used for passenger transport.

1.8 TRANSPORTATION

Public transport is encouraged in the Midvaal area as this is more efficient and sustainable. The public transport system is as efficient as it can be at present to deliver a good service to all communities. However, there is still much room for improvement. Private transport seems to be the norm in the urban parts of the Midvaal area while public transport is more commonly used in the rural settlements.

Taxis are the most dominant form of transportation, followed by buses. Private vehicle usage by the disadvantaged communities is low. The low private vehicle ownership corresponds with the low-income levels in these areas. This emphasises the need for public transport facilities. Population densities in the rural areas are however very low, which is not conducive to effective public transport.

Meyerton Station is the major modal transfer point between rail, bus and taxi in the Midvaal area. There is a need to develop the station and pay particular attention to the pedestrians crossing the roads between the taxi rank and bus stop.

1.9 AIR TRAVEL

The Aerovaal Airport is the only airport situated within the Sedibeng District. It is located within a proclaimed aeronautical airstrip, on the boundary between Midvaal and Emfuleni, outside the jurisdictional area of Midvaal, namely the Vereeniging Airport.

It is approximately 11 km north of Vereeniging and 4 km northwest of Meyerton, to the east of the residential areas of Rus-ter-Vaal and Roshnee. The airport has two runways and hangar facilities to accommodate approximately 64 aeroplanes.

Plans are being investigated to reroute cargo flights from the Johannesburg International Airport to this airport, to alleviate airspace congestion. This holds tremendous opportunity for the Sedibeng District and particularly Midvaal, in light of the proximity of the airport to Meyerton.

The only airport situated within Midvaal is the Tedderfield Airfield. It is privately owned and is used mostly for recreational purposes by micro lights.

1.10 ENVIRONMENTAL MANAGEMENT

1.10.1 Background

The Midvaal Strategic Environmental Management Plan (SEMP) dating back to the year 2008 is the product of the integration of the baseline information layers which were transformed into secondary information that attaches value to different features which culminated in Environmental Control Zones (ECZs).

The Midvaal Strategic Environmental Management Plan (SEMP) serves to provide guidance in terms of satisfying the requirements of the environmental management mandates of GDACE and the MLM.

The most significant constraints for development identified in the Midvaal area in terms of the Midvaal SEMP include the following:

- The occurrence of Nature Reserves, specifically the Suikerbosrand Nature Reserve;
- Significant natural open space connectors;
- Several established conservancies in the area;
- The occurrence of Category I and Category II Ridges;
- Occurrence of large areas of medium and high potential agricultural land;
- Potential pollution sources from local and regional industrial activities, waste facilities, mining activities and irrigation agriculture;

- Constraints to development due to the position of the urban edge; and
- Development activities in the Vaal Dam Area.

There are clear indications from all sectors in the study area that there is a significant demand for development land, especially along the R59 freeway and the southern part of the study area, at the Vaal Dam, lying in an area bound by the R54 and R549.

1.10.2 Basic Parameters for Determination of Environmental Control Zones (ECZ)

The process for the determination of the ECZ was based on the fact that certain parameters cannot be negotiated around and therefore these parameters are fixed. These were called the Non-Negotiable parameters. As the name suggests these are parameters which leave no room for negotiation.

The following is a list of the parameters which were considered as Non-Negotiable and therefore fixed:

Non-Negotiables	Components
❖ Nature Reserves	• Suikerbosrand Nature Reserve
❖ Wetlands	• Widely dispersed
❖ Ridges	• Predominantly Category I and II ridges
❖ Heritage sites	• Blockhouse
❖ Conservancies	• Apple Orchards • Thorntree • Henley-on-Klip • Klipriviersuikerboschrand • Drumblade • Welverdiend • Sunset De Deur • Twesolopele • Klipkraal
❖ Natural Water Courses	• Suikerbosrand River • Klip River • Rietspruit • Vaal River

The buffer zones along the rivers, ridges and wetlands will have to comply with the relevant legislative requirements and associated regulations.

1.10.3 Environmental Control Zones

The following is a list of the developmental and conservation zones which have been identified:

Agriculture/Low Density Residential/Light Commercial

- Area between R54 and R42 (within MLM border)
- This area also comprises the Bantu Bonke initiative as well as the Kudung Land Reform area
- It is recommended that development in this zone be carried out along the lines of agri-villages which will prove to be more sustainable in terms of job creation and economic growth while preserving the environmental integrity of the area.

Natural Open Space

- Nature Conservation
- Conservancies
- Ridges
- Rivers
- Dams

High Density Residential/Industrial

- Between R59 and Klip River, Meyerton, Henley-on-Klip and Risiville
- The De Deur Estates
- Henley-on-Klip: vertical densification needs to be managed and residential or commercial buildings should not exceed a double storey structure in this area.

Tourism/Low Density Residential

- Eye of Africa
- Vaal Dam

Precautionary Guiding Principles

- No densification or subdivision on farms east of existing development from (north to south) Rietspruit/Green Valley, Witkop/Daleside, Henley-on-Klip, Riversdale, Koolfontein/Nelsonia and Mooiland/Helderstroom.
- Development in these areas will be subject to conditions as determined by the MLM and will only be considered on very low potential agricultural land.

1.11 Conclusion

The Status Quo information summarised in sections 1.1 up to 1.10 above served as backdrop guiding and directing the formulation of the Midvaal SDF as discussed in Chapter 2 of this document.

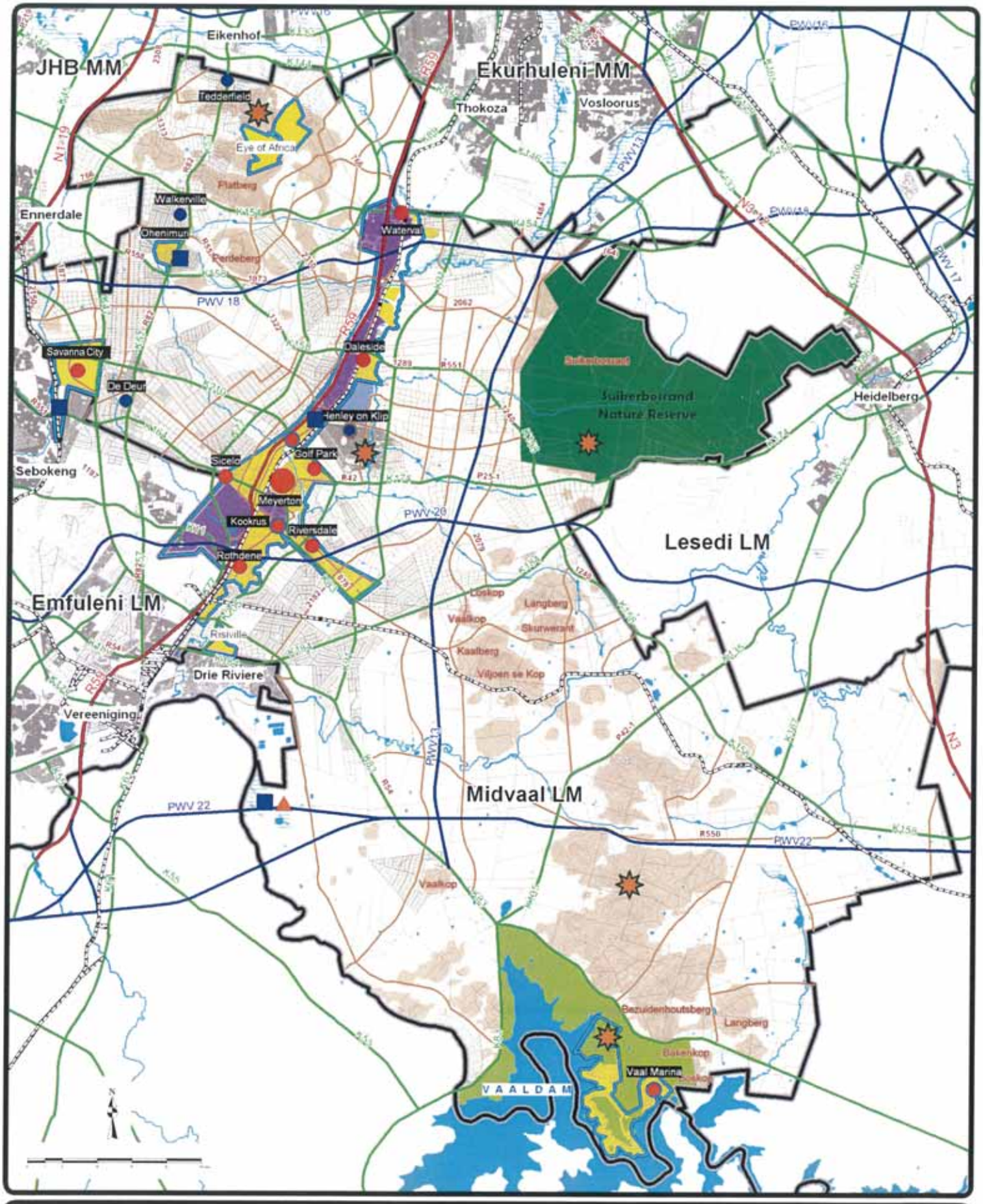
CHAPTER 2: SPATIAL DEVELOPMENT FRAMEWORK

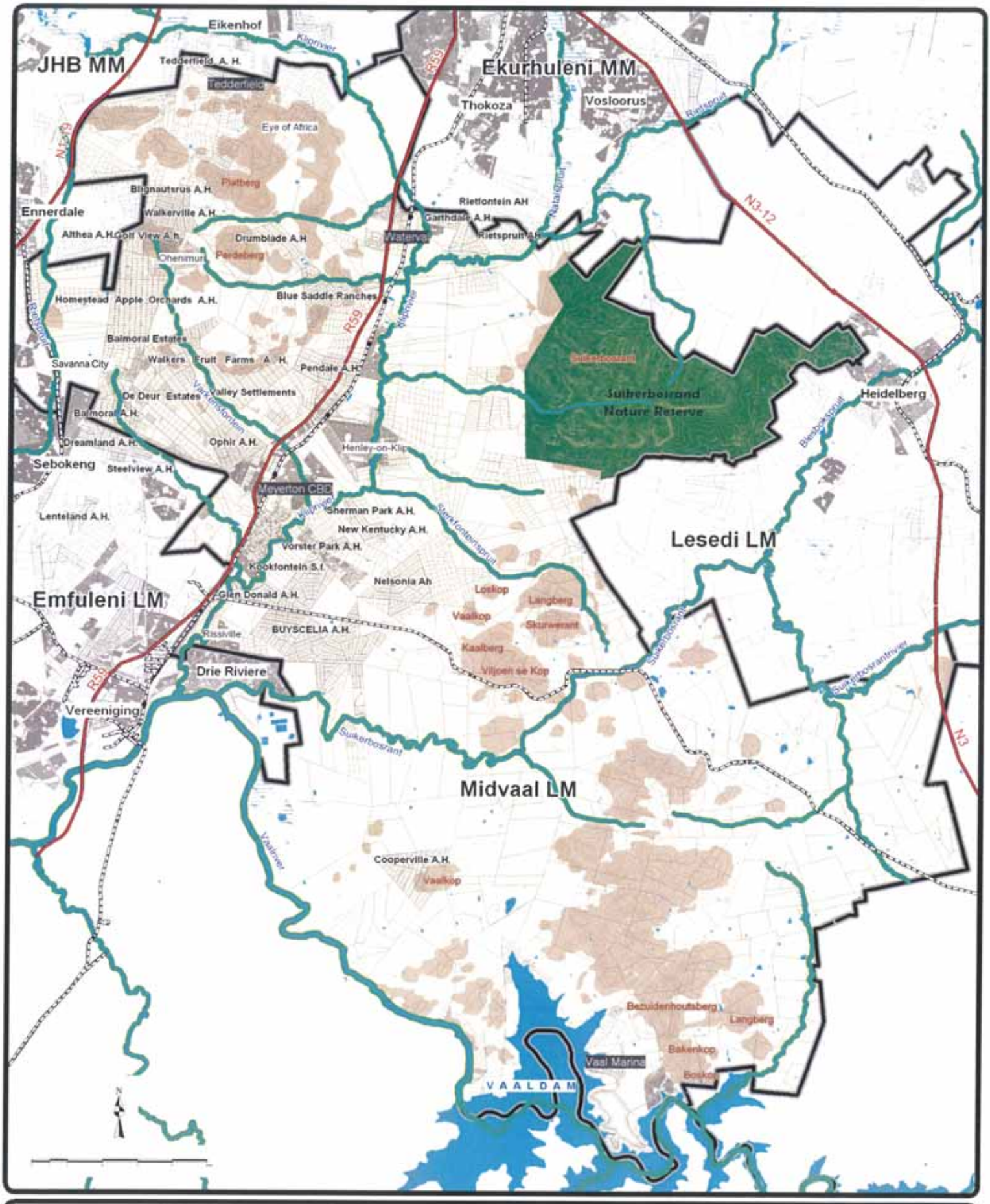
2.1 Introduction

Based on an assessment of the existing spatial features of the Midvaal Municipal area, and the main structuring/formgiving elements identified from this process, the Midvaal Spatial Development Framework as reflected on **Figure 1** was designed. The SDF is based on a number of Development Principles associated with the various functional elements which the Midvaal area consists of. These Principles form the individual layers which the SDF comprise, and collectively these are consolidated to form one Integrated Spatial Development Framework for the Midvaal area.

The eight Development Principles are summarised below:

- **Development Principle 1**: To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial, and mining activities, as well as urbanisation pressures in the area.
- **Development Principle 2**: To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes.
- **Development Principle 3**: To promote tourism development in the Midvaal area by way of the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area.
- **Development Principle 4**: To pre-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway, and to prioritise the bulk of short to medium term urbanisation as well as the upgrading/provision of engineering services in accordance with an Urban Development Boundary.
- **Development Principle 5**: To facilitate the development of a hierarchy of Activity Nodes and a number of Multi Purpose Community Centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote Local Economic Development in the Urban and Rural parts of the municipality.
- **Development Principle 6**: To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.
- **Development Principle 7**: To promote the development of a diverse range of industrial and commercial activities in the Midvaal area with specific focus along the R59 Corridor and at the designated nodal points.
- **Development Principle 8**: To provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined Strategic Development Areas


JHB MM
Ekurhuleni MM
Eikenhof
Tedderfield
Eye of Africa
Thokoza
Vosloorus
Ennerdale
Walkerville
Ohenimuri
Waterval
Platberg
Perdeberg
PWV 18
Savanna City
De Deur
Daleside
Suikerbosrand
Suikerbosrand Nature Reserve
Heidelberg
Henley on Klip
Golf Park
Sicelo
Sebokeng
Meyerton
Kookrus
Riversdale
Rothdene
PWV 20
Lesedi LM
Emfuleni LM
Risiville
Drie Riviere
Vereeniging
Loskop
Langberg
Vaalkop
Skurwerant
Kaalberg
Viljoen se Kop
Midvaal LM
PWV 22
R550
Bezuidenhoutsberg
Langberg
Vaal Marina
VAALDAM
N
MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
Agriculture
Ridges
Residential
Suikerbosrand Nature Reserve
Tourism
Industrial / Commercial
Mining
Tourism Precincts
Urban Development Boundary
Class 1 Road (Existing)
Class 1 Roads (Proposed)
Class 2 Roads (Proposed)
Class 3 Roads
Railway
Stations
CBD / Core Area
Neighbourhood Node
Rural Node
MPCC
Agri Village
1



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
REGIONAL OPEN SPACE

Midvaal Local Municipality
Ridges
Suikerbosrand Nature Reserve
Dams and Rivers

1.1

within the Urban Development Boundary, and to manage residential densification within and outside the Urban Development Boundary by way of the Midvaal Density Policy.

Each of these principles is expounded individually in the section that follows.

Development Principle 1: To protect and actively manage the natural environmental resources in the Midvaal Municipal Area in order to ensure a sustainable equilibrium between agricultural, tourism, industrial and mining activities, as well as urbanisation pressures in the area.

Figure 1.1 reflects the environmental features that are deemed to form part of the regional open space system of the Midvaal area. It includes the drainage system, the proclaimed nature reserves, as well as the ridges within the municipal area.

The Klip River with its main tributaries like the Natal Spruit, the Varkensfontein Spruit, as well as the Suikerbosrant River constitute the main drainage system within the northern and central parts of the Midvaal area, while the Vaal River and Vaal Dam are the most prominent features in the southern and south-eastern parts. This network provides for a comprehensive open space system to be incorporated into the future spatial structure of the municipal area. Along the entire drainage system there is a 50 and 100 year floodline area which needs to be protected, managed and conserved as per the relevant legislative guidelines, and which provides for linear continuity of the proposed Midvaal Regional Open Space System.

Supplementary to the drainage system as depicted on Figure1.1, the Regional Open Space System also incorporates the proclaimed Suikerbosrand Nature Reserve which is located in the north-eastern parts of the municipal area and which is legally protected from development.

The third important structuring element which forms part of the proposed Midvaal Regional Open Space System is the two major ridges precincts located within the Midvaal municipal area. These include the Platberg-Perdeberg complex in the north-western quadrant of the municipal area between Apple Orchards and Tedderfield; as well as the Vaalkop-Skurwerant-Bezuidenhoutsberg-Langberg-Bakenkop complex located in the south-eastern parts of the municipal area between Vaal Marina and the Suikerbosrant located within the Suikerbosrand Nature Reserve.

This Regional Open Space System must be managed in line with the Midvaal Environmental Management Framework (June 2008) and specifically **Figure 23 of the EMF document** which depicts the major structuring elements (Environmental Control Zones) pertaining to the environment. An extract of the relevant sections of this document is included as **Annexure A1** in this document. This must be read in conjunction with the areas classified as Important, Irreplaceable and/or Reserved in the **Gauteng C Plan** as depicted on **Figure 2 in Annexure A2**.

The existing conservancies within the Midvaal area as depicted on **Figure 28 in Annexure A1**, as well as the EMF guidelines pertaining to Conservancies as discussed in **section 5.4.2 (Annexure A1)** also need to be considered as supplementary development guidelines to the Midvaal Regional Open Space System.

Another major physical structuring element which will dictate the nature and extent of development within the Midvaal area is dolomite which mainly occurs in the central-northern parts of the municipal area. **Figure 1.2** illustrates the major areas impacted upon by the presence of dolomite in the municipal area, and which will have an influence on the type and extent of development to be allowed in these areas.

In the final instance it is confirmed that environmental concerns in the Midvaal area will continue to be managed in terms of the relevant legislation and EIA processes, following which the appropriate mitigation and conservation measures pertaining to the specific land use application will be put in place.

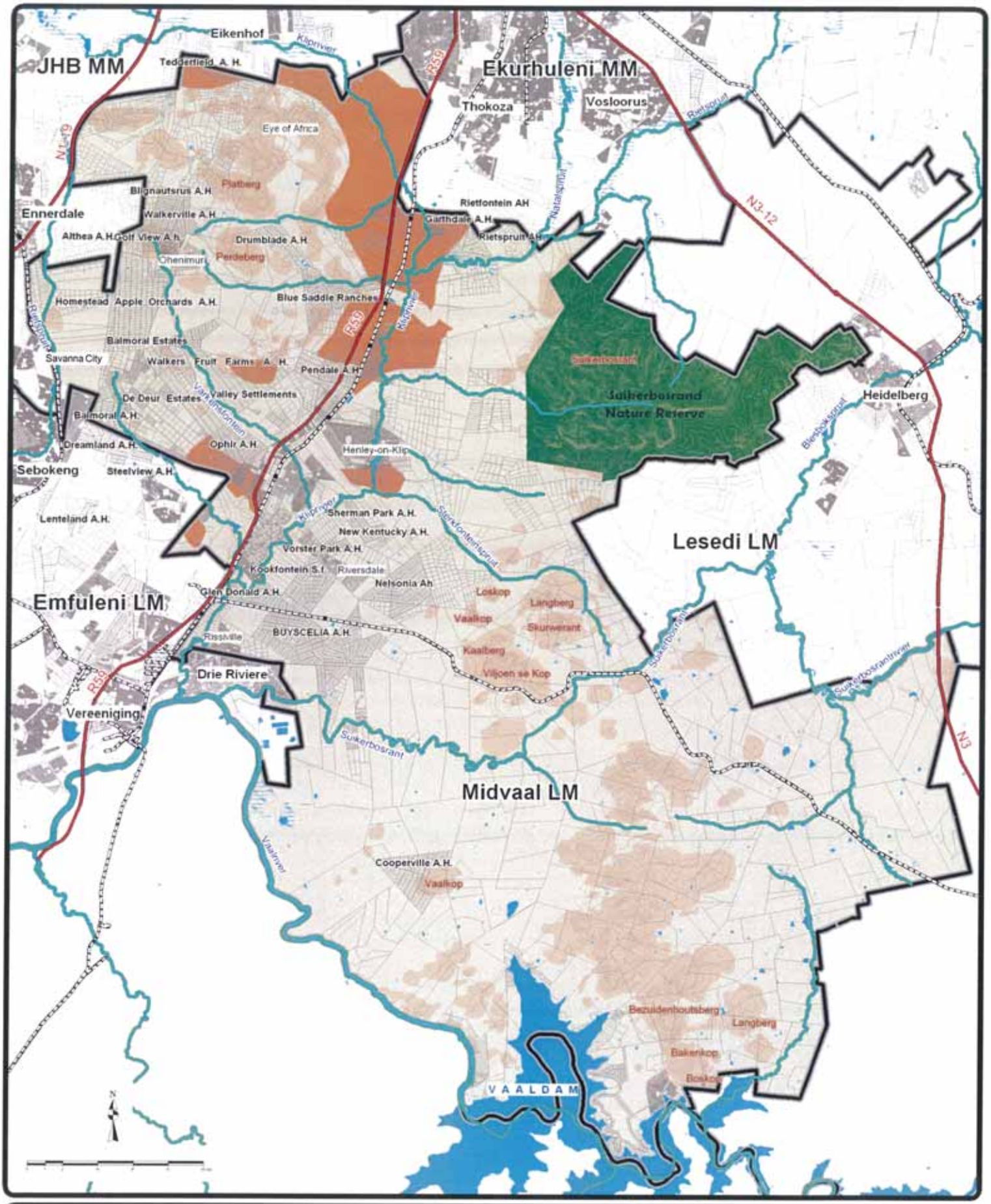
Development Principle 2: To facilitate and enhance agricultural production in the municipal area by actively protecting all land earmarked for agricultural purposes.

The Midvaal municipal area is well-endowed with high and medium/moderate potential agricultural land which is deemed to form part of the "bread basket" of Gauteng Province. The areas of high agricultural potential mainly occur in the south-eastern parts of the municipal area between Suikerbosrand and Vaal Marina where extensive agricultural activity currently takes place; and (to a lesser extent) the central north-western parts between Walkerville, Tedderfield and Waterval.

This principle states that all agricultural land as depicted on **Figure 2.1** must be protected against urbanisation and/or extensive subdivision in order to protect the agricultural potential and integrity of these farm units.

This is in line with the Agricultural Policy Objectives as contained in the Midvaal Agricultural Policy (2011) which states as follow:

- Preserve land with high conservation potential in support of the livelihoods of communities and to ensure food security;
- Preserve agricultural land in support of the livelihoods of communities and to ensure food security, especially on agricultural land with high yield potential;
- Provide a high level of certainty to landowners, decision makers and other stakeholders with regard to the status and future of agricultural land;
- Regulate and control access to agricultural land by proponents of non-agricultural development, thereby giving effect to the provisions of agricultural legislation;

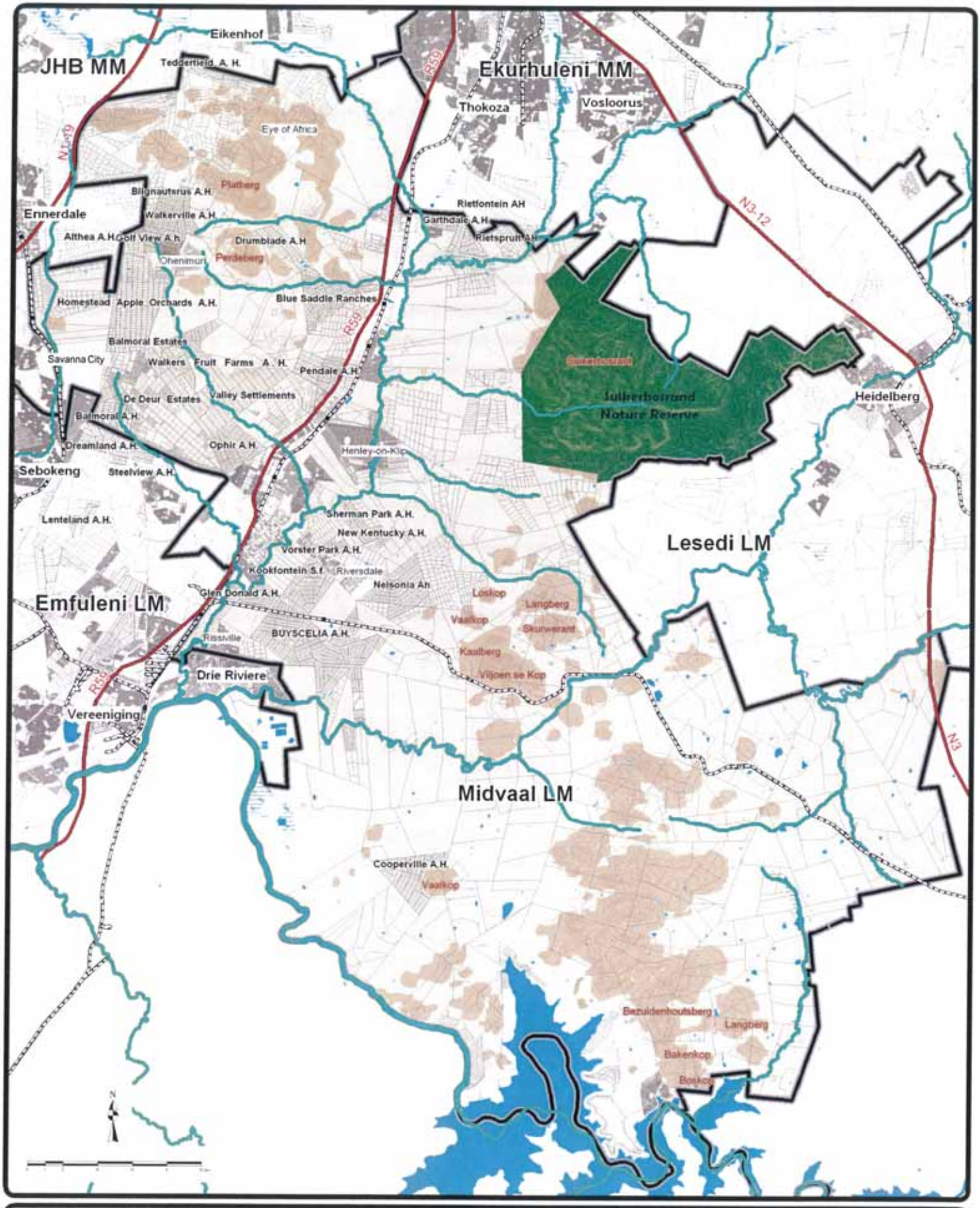


MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

REGIONAL OPEN SPACE SYSTEM AND DOLOMITE

- Ridges
- Suikerbosrand Nature Reserve
- Dolomite

1.2



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK

AGRICULTURE

- Agriculture
- Ridges
- Sulkerbosrand Nature Reserve
- Dams and Rivers

2.1

- Build awareness and knowledge about the value of agricultural land and the need to preserve it and on matters pertinent to the threats that contribute to the loss of this resource;
- Promote efficiency in decision-making on applications relating to the subdivision of agricultural land and the change in use of agricultural land;
- Promote investment into alternative agricultural practices in the Midvaal area, for the benefit of the economy and to improve the quality of life.

Annexure B of this document contains an extract from the **Midvaal Agricultural Policy (2011)** which is relevant to all the agricultural land as depicted on Figure 2.1 of the Midvaal SDF.

Annexure B also includes a map which highlights in greater detail the agricultural potential of the various land parcels (high, moderate, low) earmarked for agricultural purposes (as contained in the Midvaal Agricultural Policy) and which could act to further inform development applications.

The Agricultural Policy contains policy statements which are applicable to all agricultural land as depicted on the Midvaal SDF Figure 2.1, and deals with the following development related themes:

- Subdivision of Agricultural Land (Section 8.1);
- Dwelling Units on Agricultural Land (Section 8.2);
- Employee Accommodation on Agricultural Land (Section 8.3);
- Land Use Change to Residential or Commercial (Section 8.4.1);
- Land Use Change with a view to Establish an Agri-Village (Section 8.4.2);
- Land Use Change to allow for Mining, Waste Disposal Sites and other Large Scale Infrastructure (Section 8.4.3);
- Land Use Change to allow for Nature Reserves and Resorts (Section 8.4.4);
- Land Use Change to allow for Game Farms (Section 8.4.5);
- General Land Use Criteria on Agricultural Land: Commercial Uses (Section 8.4.1);
- General Land Use Criteria on Agricultural Land: Agri Industry (Section 8.5.2).

All policy statements and criteria as contained in the aforementioned sections are applicable to the land earmarked for agricultural purposes as reflected on Figure 1 and 2.1 of the Midvaal Spatial Development Framework.

It should be noted that Rural Local Economic Development (LED) are critical elements towards future social and economic stability in the rural/agricultural areas of Midvaal, and therefore require very specific interventions in future.

Development Principle 3: To promote tourism development in the Midvaal area by way of the active utilization of tourism resources available like the Vaal Dam, the Ridges Precincts, and the Nature Reserves in the area.

There are four major tourism features within the municipal area which should be promoted as tourism destinations in the Midvaal area (see **Figure 3.1**).

The first and most prominent tourism feature is the Vaal Marina precinct located in the far south-eastern parts of the municipal area, and which comprise a number of holiday resorts located around the Vaal Dam. This area is an asset not only to the local Midvaal community, but also to the broader Gauteng and regional population. It needs to be actively managed and protected in order to ensure that the character of the area as a tourism destination is maintained in the long term. The development guidelines as formulated in the Midvaal Environmental Management Framework (2008) (see **Annexure C1**) are applicable to this precinct, until revised.

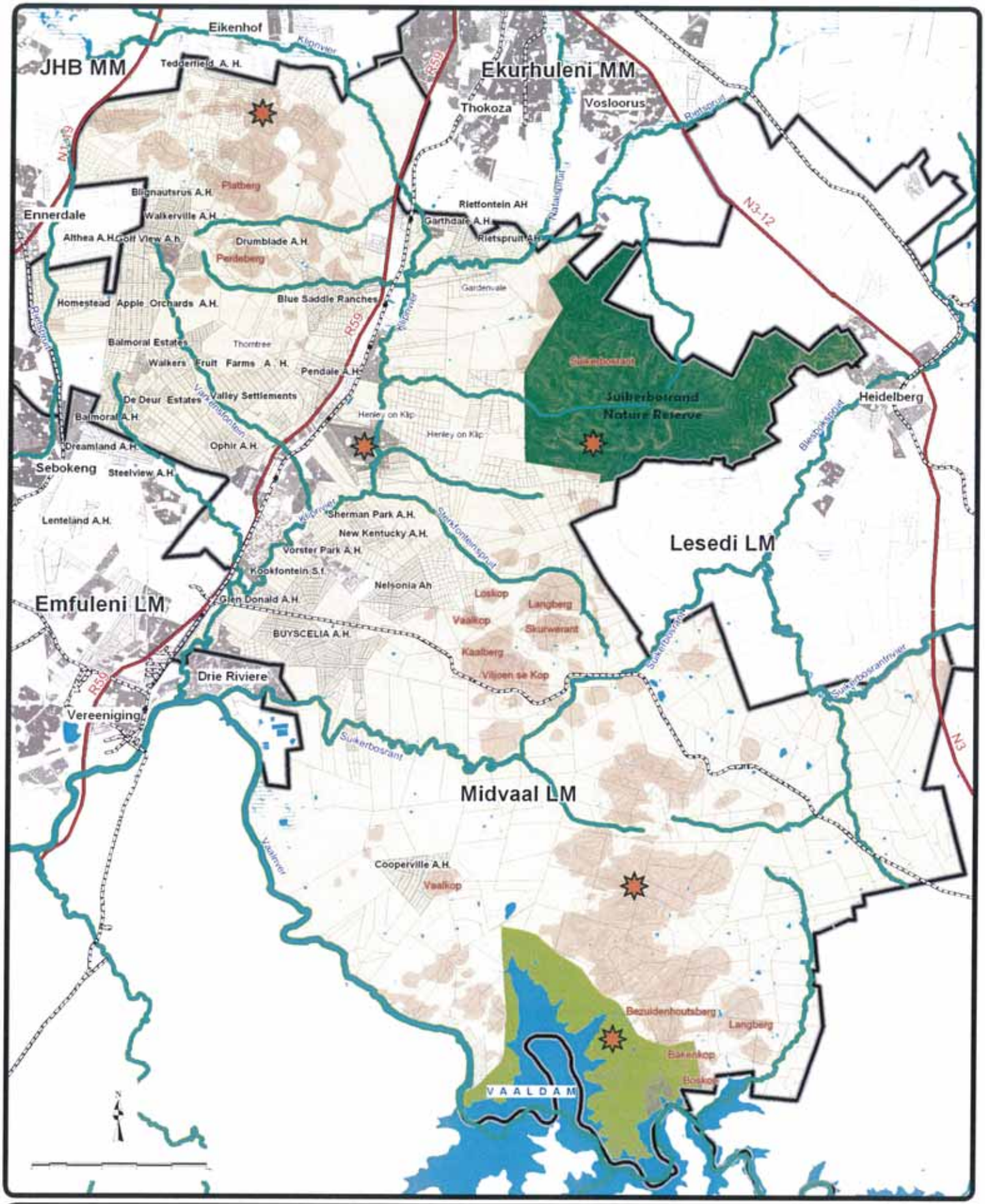
Supplementary to the Vaal Marina area, the world renowned Suikerbosrand Nature Reserve which is located in the north-eastern parts of the municipal area and which incidentally also consist of a range of ridges, represent a second prominent tourism feature/destination to the Midvaal area. The nature reserve should be actively marketed and promoted as a destination for day visitors from all over Gauteng Province. At present it already hosts some annual sports events which attract people from afar, but much more could be done to effectively brand it as a tourism precinct supplementary to it being a Nature Reserve. A 1 kilometre wide buffer zone of low intensity and compatible land use must be maintained in all directions around the Nature Reserve in order to protect it from negative external influences.

The Klip River and specifically the Henley-on-Klip area along the Klip River represent the third prominent tourism feature located within the Midvaal area. The area is characterised by a village atmosphere and forms part of a conservancy. The Bass Lake precinct adjacent to the north of Henley-on-Klip is also very popular for fishing and a number of adventure sports facilities.

The existing character of the area should be maintained and protected by restricting subdivision of properties and ensuring that farm portions are used for agricultural purposes.

The agricultural properties to the east, south and west need to be maintained as a green belt/buffer, while the establishment of bridle paths should be encouraged for the use of horse riders and cyclists.

The Midvaal Density Policy (outside the Urban Development Boundary), Accommodation Policy, Agricultural Policy and Nodal Policy are applicable to this area.



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
TOURISM

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Dams and Rivers
- Tourism Precincts

3.1

The fourth tourism feature within the municipal area is represented by the extensive ridges located in the south-eastern and north-western parts of the municipal area respectively, and which form part of the Midvaal Regional Open Space System. Because of the strict development limitations applicable to these areas (see Class 1 and 2 ridges as discussed in Annexure A1: Section 5.4.2.1), there is potential to utilise these to further enhance the tourism character of the Midvaal area. The ridges areas can be utilised to expand on the range of tourism facilities and services being provided by the Midvaal municipality. Such services and facilities could include the development of mountain biking routes, hiking trails, game farming, and a range of adventure sport facilities as long as these do not impact negatively on the environmental quality of the area.

Supplementary to the above, routes R42, R549 and R54 which serve most of the tourism precincts could be developed into tourism corridors by catering for supportive tourism initiatives and hospitality uses subject to the following conditions:

- The land use must be compatible with the character of the surrounding area;
- The scale and intensity must be compatible with the surrounding area;
- It may not interfere or impact negatively on the amenity of the area.

In principle, the majority of guest accommodation typologies as contained in the **Midvaal Accommodation Policy** should be promoted in and around the tourism precincts identified in the Midvaal SDF, subject to these facilities complying with all the requirements and conditions as set out in the policy. **Annexure C2** comprises an extract of the relevant sections of the **Accommodation Policy** applicable and provides guidelines to the following typologies/activities:

- Camping and Caravaning;
- Bed and Breakfast Establishments;
- Guesthouses;
- Backpackers Accommodation (including boarding house);
- Self-catering Apartments;
- Hotel;
- Resort/Lodge;
- Game Farm.

It should be emphasised that the SDF supports the principle that the majority of the guest accommodation typologies as reflected above should be concentrated in and around the identified tourism precincts. However, this does not prevent land owners within any other parts of the municipal area from applying for such rights as long as they comply with the criteria, guidelines and justification requirements for such facilities as contained in the **Midvaal Accommodation Policy (Annexure C2)**.

Development Principle 4: To pre-actively plan, design and facilitate the establishment of a Development Corridor along the R59 freeway, and to prioritise the bulk of short to medium term urbanisation as well as the upgrading/provision of engineering services in accordance with an Urban Development Boundary.

There is significant potential to promote a variety of economic activities, as well as residential development along the R59 Corridor in the Midvaal area. Extensive studies were conducted to determine the development potential of this corridor during 2004 and 2008, and Council already approved the R59 Corridor Development Framework during July 2010. **Annexure D** comprises an extract from the **R59 Corridor Development Framework** which highlights the main proposals.

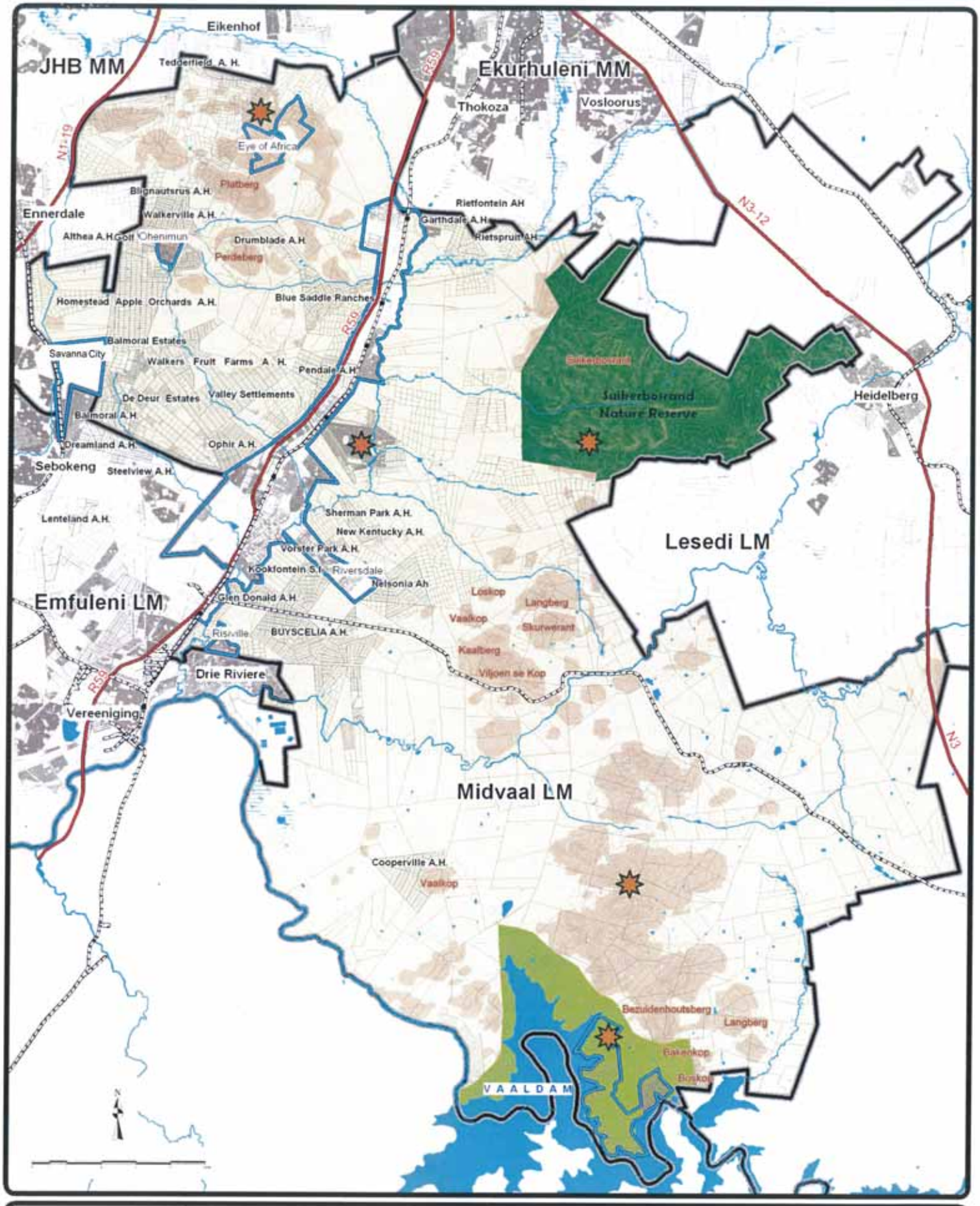
In order to enhance the development of the R59 Corridor, the Midvaal Municipality opted to utilise the Gauteng Urban Development Boundary as one of a series of management instruments available to guide the direction, size, extent, intensity and phasing of development along the R59 Development Corridor. As a result the majority of land to the east of the R59 freeway is included within the Urban Development Boundary as depicted on **Figure 4.1**.

From this it is evident that the major focus area for urbanisation in the Midvaal area is to the east of the R59 corridor extending along the entire length of route R59 from Rothdene in the south up to Waterval in the north. The Lakeside/Doornkuil, Ohenimuri, Eye of Africa and Vaal Marina precincts are also included within the Urban Development Boundary as these areas already represent extensive development.

In line with the Gauteng Urban Development Boundary Policy the following guidelines pertaining to land uses to be allowed within and outside the Urban Development Boundary will apply:

a) Land Use within the Urban Development Boundary

"As far as land uses inside the Urban Development Boundary are concerned, a land use that is consistent with the relevant municipality's IDP, spatial development framework, land use management plan and/or town planning scheme should be permitted, subject to the normal procedures and legislation e.g. environmental considerations, transportation requirements etc. It is important to note that the Urban Development Boundary does not imply that the entire area within it can/should be allowed to develop and that development rights are therefore guaranteed. Factors such as timing, availability of services, the environment etc must and should still be applicable when considering an application within the Urban Development Boundary".



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
CORRIDOR DEVELOPMENT

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Tourism Precincts
- Urban Development Boundary

4.1

b) Land Use outside the Urban Development Boundary

"Land uses that are rural in nature would be more desirable, and should therefore be promoted outside the Urban Development Boundary rather than inside it. Where applicable, it will also have to be in line with provincial policies e.g. GDACEL policy on subdivision of land etc, and/or the local development frameworks compiled for the various rural areas by the relevant municipalities, e.g. Bronberg Development Framework and Policy etc. The following land uses should be allowed in the rural areas outside the Urban Development Boundary:

a) Extensive agriculture;
b) Conservation Areas/Nature Reserves;
c) Tourism and related activities e.g. curio markets;
d) Recreational Facilities e.g. hiking trails/hotels/game lodges;
e) Farm stalls and home industries;
f) Rural residential uses/Agricultural Holdings in specific areas; or
g) Any other related development of service;

provided that the proposed development or service

h) services primarily the local market; and/or
i) is resource based; and/or
j) is located at a defined and approved service delivery centre/nodal point.

Developments or services not complying with the criteria set in (a) – (f) may thus only be allowed if it complies to one or more of the criteria listed as (h), (i) and (j)."

It is important to note that, in line with the Urban Development Boundary, the Midvaal Municipality already identified the short, medium and longer term priority areas for the upgrading and expansion of engineering services to promote and facilitate economic development along the R59 corridor. This information, as well as the more detailed land use proposals/guidelines, are contained in the R59 Development Corridor Framework Plan which was adopted by Council during July 2010 (Annexure D), as well as the Central Regional Spatial Development Framework document (2011) which provide more updated proposals.

In principle, all parts of the Midvaal Municipality located within the Urban Development Boundary are deemed to be priority areas for accommodating development, while the remainder part of the municipal area is deemed to be rural in nature, and thus all policies, guidelines and principles applicable to rural development are to be applied in these areas.

Development Principle 5: To facilitate the development of a hierarchy of Activity Nodes and a number of Multi Purpose Community Centres in the Midvaal area to ensure equitable access to social infrastructure, and to promote Local Economic Development in the Urban and Rural parts of the municipality.

It is important to define a proper nodal structure within the municipal area in order to enhance service delivery, and to promote the provision of both social and economic infrastructure. This in turn, will result in social and economic development in both the urban and rural parts of the municipality. As part of the Municipal SDF process, the Midvaal Municipality commissioned the formulation of a **Nodal Development Policy** for the municipal area. Extracts from this document are contained in **Annexure E** of this SDF.

According to the Midvaal Nodal Policy (2011), "***Nodal development is defined as a mixed-use pedestrian-friendly land use pattern that seeks to increase concentrations of population and employment in well-defined areas with good transit service, a mix of diverse and compatible land uses, and public and private improvements designed to be pedestrian and transit oriented.***"

1) Nodal Hierarchy

The Midvaal Nodal Development Policy makes provision for a three tier hierarchy of nodes within the Midvaal area as depicted on **Figure 5.1**:

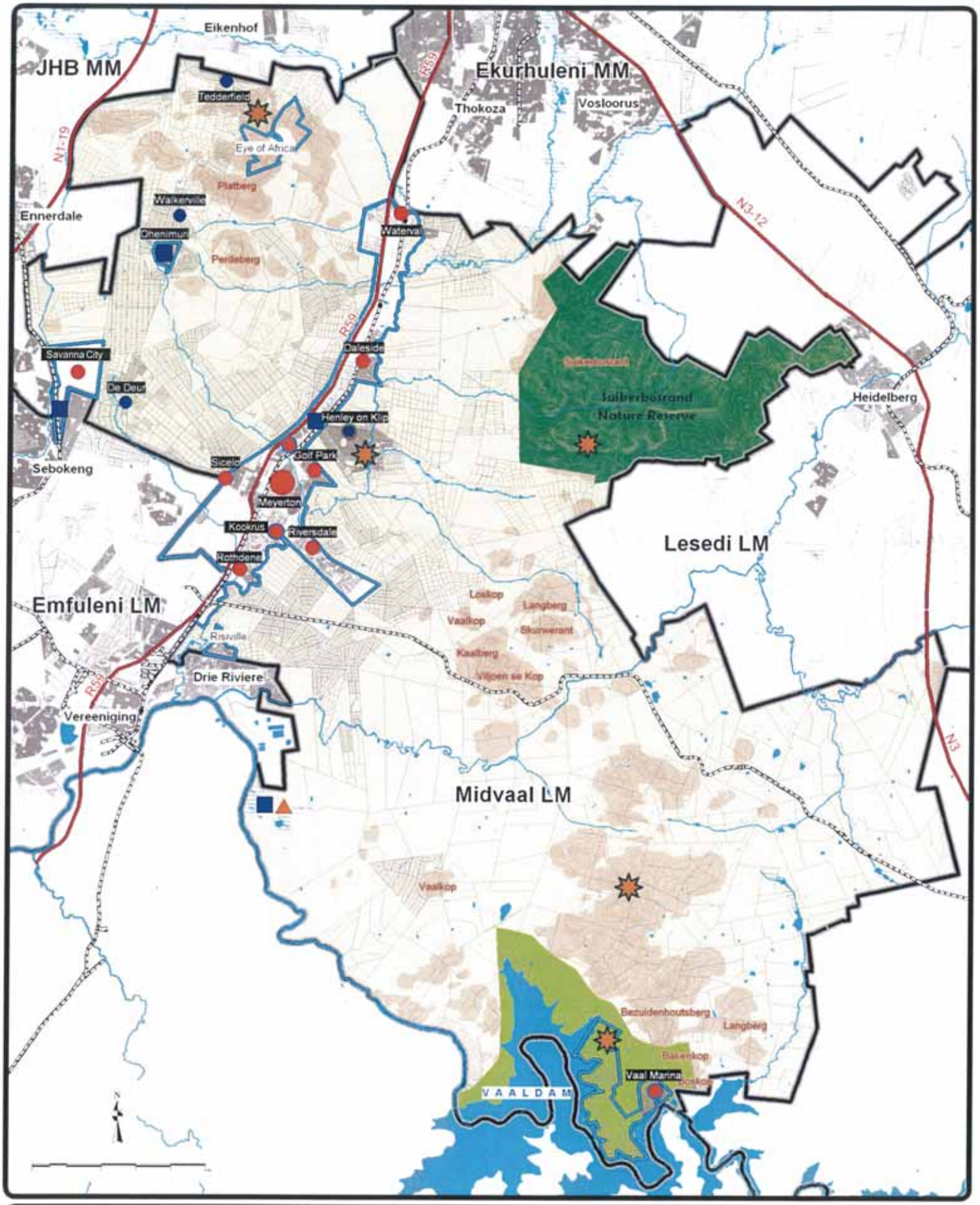
- The Core Area (CBD)
- Neighbourhood Nodes
- Rural Nodes

a) Core Area (CBD)

The first and most prominent activity node within the Midvaal municipality is the Core Area which represents the Midvaal CBD located in the central part of Meyerton. This is the largest and most comprehensive activity node within the municipal area and will act as the priority area for promoting the widest range of economic activities, as well as higher order social facilities and amenities in the municipal area.

b) Neighbourhood Nodes

The second category, which is the Neighbourhood Node, is generally located within the Midvaal Urban Development Boundary and comprise a number of evenly spaced nodal points identified all along the R59 corridor in the central Region, as well as some nodal points in the western parts of the



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
NODAL DEVELOPMENT

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Tourism Precincts
- Urban Development Boundary
- CBD / Core Area
- Neighbourhood Node
- Rural Node
- Agri Village
- MPCC

5.1

municipal area. These nodes are intended to provide lower order goods and services conveniently close to where communities currently reside. In total there are ten neighbourhood nodes identified within the Midvaal area, as listed below

- Waterval
- Daleside
- Golf Park
- Meyer Street Entrance (Gateway)
- Sicelo
- Riversdale
- Kookrus
- Rothdene
- Doornkuil/Savanna City
- Vaal Marina.

c) Rural Nodes

The third category of node is specifically located outside the Urban Development Boundary of Midvaal and comprises four Rural Nodes as depicted on **Figure 5.1**. These include three nodal points along the R82 Corridor in the Western Region of the municipality at De Deur to the south; Walkerville in the central part; and Tedderfield in the northern section. In the Central Region of the municipality the Rural Node was identified at the Henley on Klip as indicated on Figure 5.1.

The Nodal Policy extract contained in **Annexure E** includes maps illustrating the exact location and demarcation of the Core Area and the proposed Neighbourhood Nodes in the Midvaal area.

d) Multi Purpose Community Centres

Apart from this three-tier system of nodal points as defined above, and which entail the consolidation of economic, social and residential facilities at strategically located points accessible to the surrounding community, concentrations of community facilities in the form of Multi Purpose Community Centres will/may be established at the following points within the municipal area (see Figure 5.1):

- Bantu Bonke MPCC
- Lakeside MPCC
- Ohenumeri MPCC
- Randvaal MPCC

The purpose of the Multi Purpose Community Centre is primarily to provide a one-stop service comprising a fairly comprehensive range of social facilities and services to the surrounding community at strategic points within the municipal area. Such services and facilities could include schools, clinics, satellite police stations, libraries, post offices, community halls, and a range of additional social facilities and services e.g. pension pay-out points.

By implication a Multi Purpose Community Centre can/should form part of the identified nodes (Core Area, Neighbourhood Nodes and Rural Nodes) in the municipal area, where possible. However, as illustrated above there are certain MPCC's which do not form part of any of the proposed nodes in the Midvaal area. This is acceptable as long as these facilities serve a surrounding community.

e) Agri Village

As illustrated on Figure 5.1 the Bantu Bonke in the central-southern parts of the municipal area is also classified as an Agri Village. This is a small residential settlement with a number of community facilities serving the local and surrounding rural communities. It has a strong agricultural character with a hydroponic pilot project forming part of the village.

At provincial and national level this is a high priority area to promote and enhance the Agri Village concept.

2) Detailed Development Guidelines

The following more detailed development guidelines are applicable to the various types of nodes in the Midvaal area. (Also refer to Annexure E: Midvaal Nodal Policy)

a) Core area (CBD)

"The CBD area provides the highest residential and commercial densities in the municipal area and the greatest variety of services in the region. It is intended to have the character of a central business district. As a regional destination, a core area typically contains larger retail stores, entertainment, offices and a mix of higher density housing.

The CBD area is of a municipal-wide significance and can therefore develop a strong retail, entertainment and office component. The retail component can accommodate a regional shopping centre or 2 or more community shopping centres. Alternatively, the core area can accommodate a total and combined retail floor area of between 10,000m² and 60,000m². The viability of the retail figures given above needs to be validated through a retail study that accompanies each individual application of retail land use rights within the municipal area.

The CBD area needs to provide higher-order community services that serve the entire municipal area. With regard to health care, the core area should provide the region's hospital(s), as well as other higher order and specialized medical facilities. Other community facilities to be provided in such a node include a large police station and emergency service centre. These facilities are all highest-order facilities when compared to similar facilities provided in lower-order nodes.

The core area can provide recreation facilities that serve the municipal area, usually consisting of a stadium that forms the central facility within such a node. Such a recreational facility can serve as the base for regional sports clubs. In addition to the stadium, the core area should contain other highest-order recreations facilities, such as a cricket oval, a swimming pool and a multi-purpose indoor sports centre.

The CBD area can also accommodate a significant higher-density housing component to enable a more vibrant nodal configuration. The Meyerton CBD is most probably the only area within Midvaal that is suited for the development of walk-ups and a higher-density housing option.

b) Neighbourhood Nodes

These nodes are intended to create a focus for more residential, suburban areas within the urban boundary of the municipal area. They are to provide a variety of services for local residents, including a mix of medium density housing, ranging from semi-detached housing to duplex housing, shopping, offices and community services. Neighbourhood nodes are intended to help steer urban development on a municipal level and provide structure to residential neighbourhood on a local level. Although there is no single design template that can be applied to all neighbourhood nodes, there are certain planning and design principles present in all good examples of neighbourhood node development, which are set out in the document.

Table 2: Typical Retail Centre Classification

Classification	Size (m^2)
Local Centre (Rural Centre)	1000-5000
Neighbourhood Centre	5000-10000
Community Centre	10000-30000
Small Regional Centre	30000-60000
Regional Centre	60000-100000
Super-Regional Centre	>100000

Source: Urban Dynamics Gauteng, 2010

A neighbourhood node can accommodate a community shopping centre and two or more local shopping centres or a total and combined retail floor area of between 5,000m^2 and 10,000m^2 in size. The viability of the retail figures given above needs to be validated through a retail study that

accompanies each individual application of retail land use rights within the municipal area. In addition, a neighbourhood node can accommodate entertainment venues of local significance and an office component that can provide office space for local businesses.

A neighbourhood node should provide community services to the residential neighbourhoods they serve and should at least comprise a clinic, a post office, a community centre and a library. A recreational component can also be attached to a neighbourhood node. These recreational facilities can supplement the recreation facilities of schools.

c) Rural nodes

As the name suggests, rural nodes are nodes in rural areas that provide basic services and shopping opportunities to rural communities. These nodes are all located outside of the existing urbanized areas and Urban Development Boundary. These nodes should have a semi-rural character which can be expressed in their layout and building design.

A rural node can accommodated two or more local shopping centres, or a total and combined retail floor area of up to 5,000m² in size. The viability of the retail figures given above needs to be validated through a retail study that accompanies each individual application of retail land use rights within the municipal area. In addition, a rural node can accommodate office floor area catering for local businesses.

Due to the travel distances associated with rural areas, it is imperative that rural nodes should provide community services to the rural communities they serves. A rural node should at least comprise a clinic, a post office and a community hall. It is also important that the rural node comprises a police station due to the short reaction times required to respond to emergencies. A rural node can also comprise recreational facilities, such as a rugby field and a few tennis courts, to serve as a community facilitator within rural areas.

Table 3: Retail Potential and Floor Area Availability

Node	Node Typology	Existing Retail	Potential Retail	Available Retail[2)]
Meyerton CBD[1)]	Central Business District	48100		
Daleside	Neighbourhood	300	10000	10000
Gateway	Neighbourhood	0	50000	50000
Golf Park	Neighbourhood	2600	10000	7400
Kookrus	Neighbourhood	0	25000	25000
Riversdale	Neighbourhood	800	10000	10000
Rothdene (outside node)	Neighbourhood	1600	10000	8400
Sicelo	Neighbourhood	2000	10000	10000
Vaal Marina	Neighbourhood	600	10000	9400
De Deur	Rural	3000	5000	2000
Henley-on-Klip	Rural	1400	5000	3600

Walkerville	Rural	3400	5000	1600
Waterval	Rural	0	5000	5000
Total Floor Area		**64200**	**160000**	**143900**

Source: Urban Dynamics Gauteng, 2011

Note: [1] See Meyerton CBD Precinct Plan 2011

[2] Retail figures need to be validated through a retail study that accompanies each individual application of retail land use rights within the municipal area

According to the table above, Midvaal currently comprises roughly 64000m² of retail floor area, excluding the retail floor area found within the Meyerton CBD. Floor area figures pertaining to the Meyerton CBD can be found within the Meyerton CBD Precinct Plan 2011. Based on the retail floor area allocation made for each nodal typology above, it was proposed that Midvaal could potential accommodate a total of 160000m² of retail floor area within its Neighbourhood and Rural Nodes. This is an additional 144000m² of retail space. However, it has to be stressed that granting this additional retail space must only be done based on the recommendations of detailed retail study that accompanies each individual application of retail land use rights within the municipal area."

Development Principle 6: To capitalise on the strategic location of the municipality by way of regional and provincial linkages, and to establish an internal movement network comprising a hierarchy of roads which include a comprehensive public transport network and services.

It is important to provide for proper regional, as well as local road network linkages within and around the municipal area. As illustrated on **Figure 6.1** the most important regional routes currently serving the Midvaal area include the R59 freeway, route R82 in the western parts of the municipal area, route R64 which runs from the Waterval area towards the N3 in the eastern parts, route P25-1 which links Midvaal (Meyerton) to Lesedi (Heidelberg); route K78 which links the Meyerton area to the Vaal Dam and to the N3 freeway to the east (south of Heidelberg); and route P41-2 which links the Vaal Marina area to Heidelberg towards the north-west.

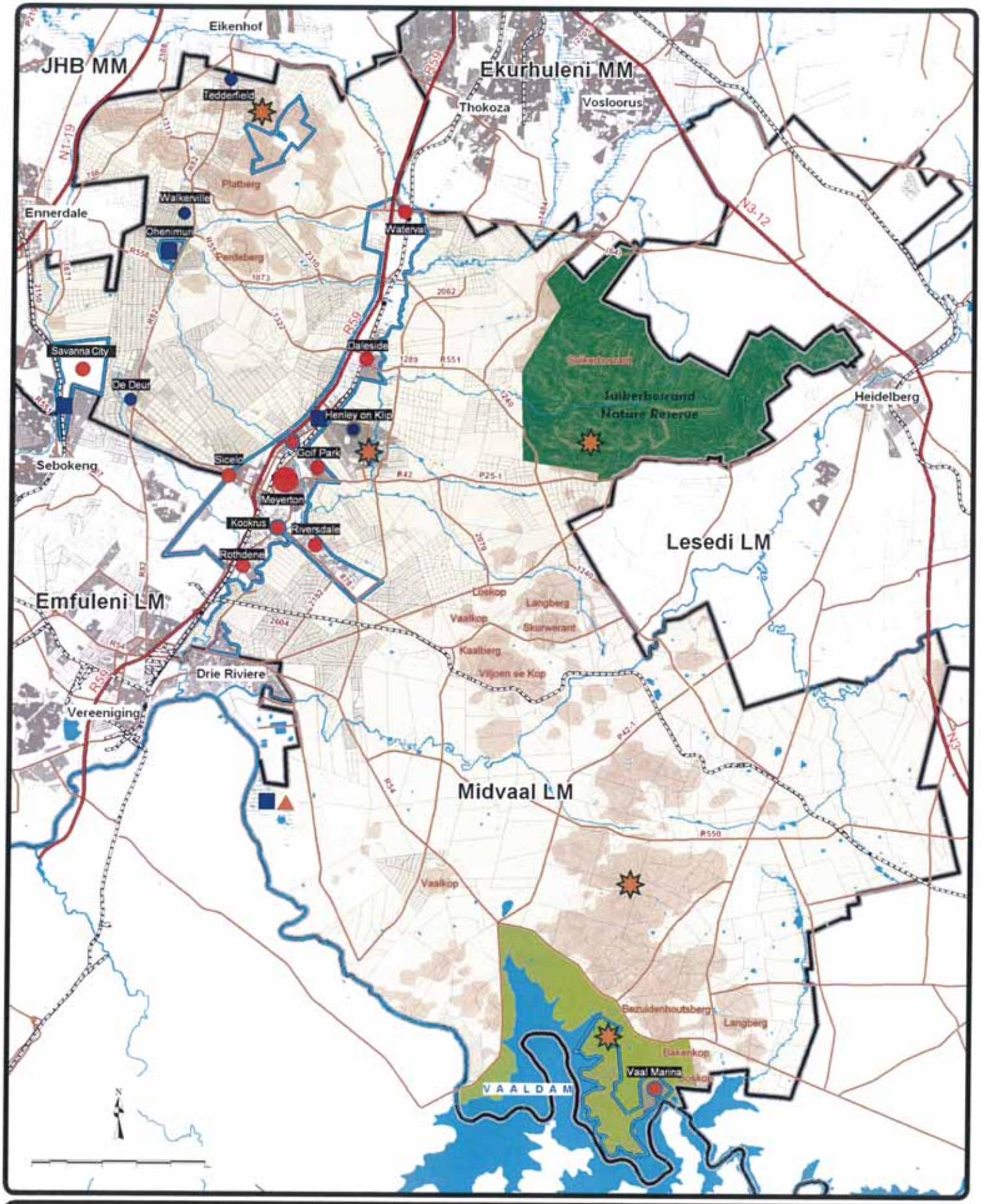
This road network needs to be protected and enhanced at all cost in order to ensure that Midvaal is functionally linked to the surrounding urban fabric and performs its function, both economically and socially, in the broader regional and provincial context.

Figure 6.2 comprises the proposed Strategic Road Hierarchy of existing and proposed first, second and third order routes in the Midvaal area as contained in the Sedibeng Integrated Transport Plan and the Gautrans Strategic Road Network.

In brief the proposed future road hierarchy comprise the following route as reflected on Figure 6.2:

First Order (Freeways):

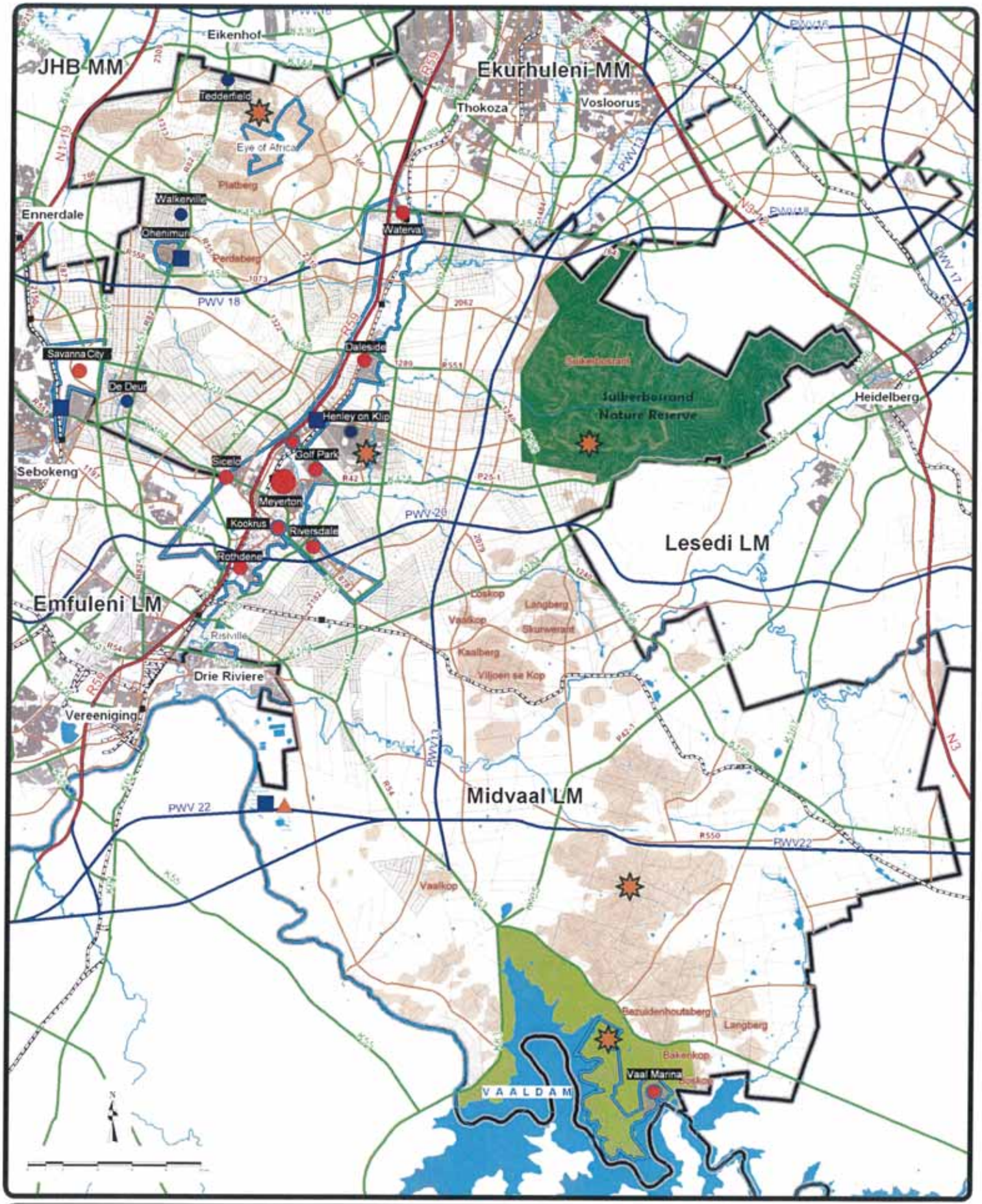
- N1 towards the west;



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
EXISTING ROAD NETWORK

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Tourism Precincts
- Urban Development Boundary
- Roads
- CBD / Core Area
- Neighbourhood Node
- Rural Node
- MPCC
- Agri Village

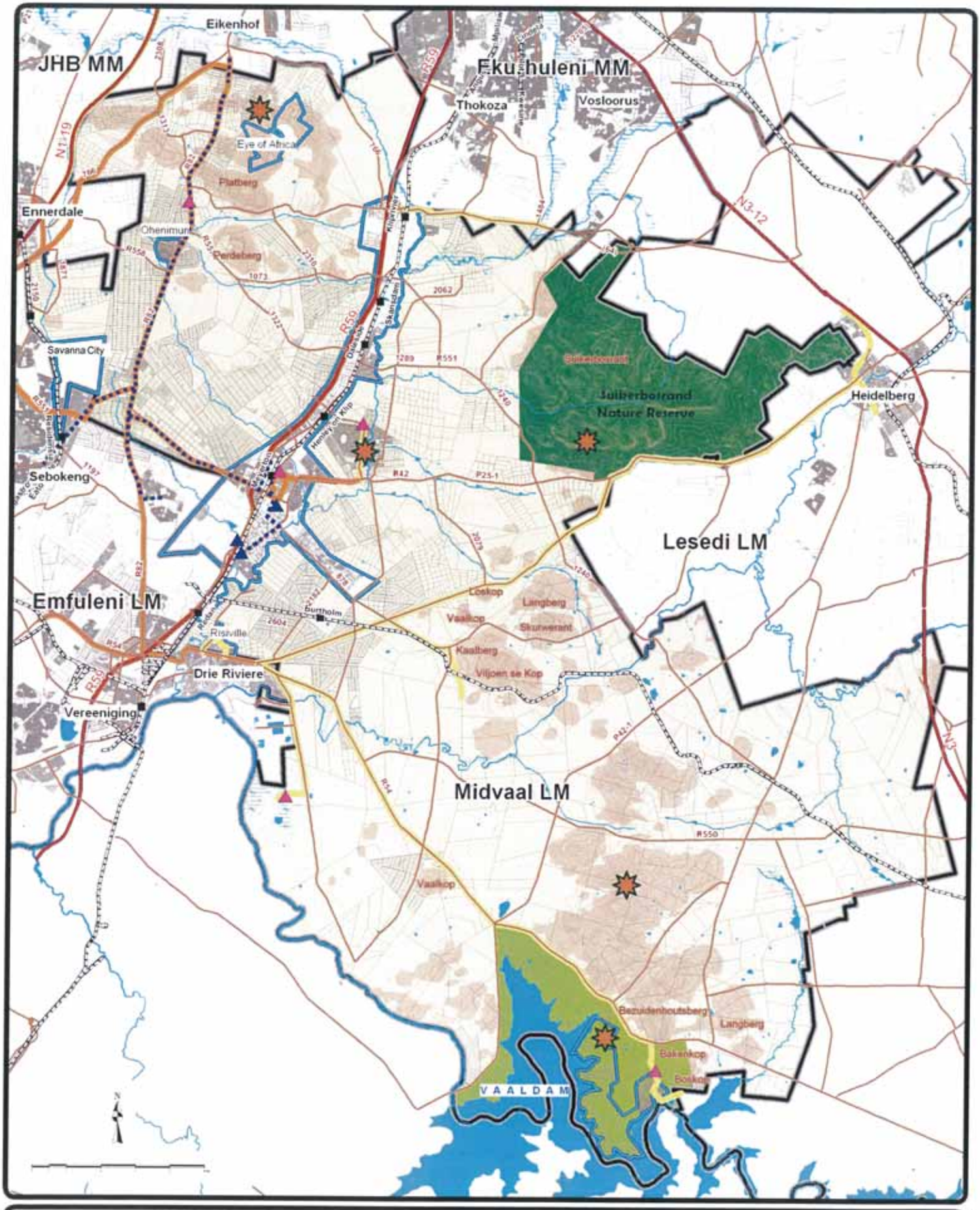
6.1



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
STRATEGIC ROAD HIERARCHY NETWORK

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Tourism Precincts
- Urban Development Boundary
- Class 1 Road (Existing)
- Class 1 Roads (Proposed)
- Class 2 Roads (Proposed)
- Class 3 Roads
- Railway
- Stations
- CBD / Core Area
- Neighbourhood Node
- Rural Node
- Agri Village
- MPCC

6.2



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
PUBLIC TRANSPORT NETWORK

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Tourism Precincts
- Urban Development Boundary
- Main Taxi Routes
- Secondary Taxi Routes
- Bus Routes
- Roads
- Railway
- Stations
- Taxi Stops
- Bus Stops

6.3

- R59 in the central Midvaal area;
- PWV13 broadly linking Suikerbosrand to the Vaal Dam;
- PWV18, 20 and 22 which will serve the Midvaal area in an east-west direction in the northern, central and southern parts once it is constructed.

Second Order: K-routes/Conventional Dual Carriageway Routes:

- Routes K47, K57 (existing R82), and K77 parallel to the west of route R59;
- Routes K91, K135 and K167 parallel to the east of Route R59;
- In an east-west direction and from north to south in the Midvaal area the following routes:
    - K144 past Tedderfield to the north towards Lenasia;
    - K154 through the Waterval Node (Heidelberg Road);
    - K158 through Daleside towards Suikerbosrand;
    - K210 from Golf Park through Doornkuil towards the N1;
    - K174 between Meyerton and Heidelberg (Lesedi);
    - K164 from Meyerton CBD through Sicelo towards Ironside and Everton-Sebokeng;
    - K184 from Emfuleni/Vereeniging towards Ironside;
    - K83 between Emfuleni/Vereeniging and the Vaal Dam.

Supplementary to the above, there is also a third order network which serves to provide access to individual farm areas and agricultural holdings/properties at local level. This is the first road hierarchy that provide direct access to land uses and is the highest order route network under the authority of the Midvaal Municipality.

It is important to note that the Strategic Road Network as depicted on Figure 6.2 is a long term plan (50 years plus), and that individual routes or parts thereof will only be constructed if/when traffic volumes emanating from land use development/urbanisation warrants the construction thereof.

Figure 6.3 depicts the priority public transport routes as well as taxi and bus stops within the municipal area. The most important routes in this regard include route R551 which links De Deur to Meyerton; route K89 which serves as the main public transport route parallel to R59 and the railway line; as well as some local linkages towards the east and south of Meyerton. The priority taxi ranks and bus stops proposed for the Midvaal area are also illustrated on Figure 6.3.

The existing railway line is an asset to the Midvaal area and the municipality will contribute towards enhancing the viability of this as a commuter railway line by promoting Transit Orientated Development around all the railway stations along the line. (Also refer to sections 4.2.1 and 6.5.2 of the Midvaal Nodal Policy (Annexure E).

Development Principle 7: To promote the development of a diverse range of industrial and commercial activities in the Midvaal area with specific focus along the R59 Corridor and at the designated nodal points.

As depicted on **Figure 7.1** the bulk of proposed industrial and commercial activity within the Midvaal area should be located within the R59 Development Corridor. The more detailed development proposals associated with this area are discussed in greater detail in the **Regional Spatial Development Framework for the Central Region**. It is however important to note that limited small scale light industrial/commercial development can and should also be accommodated in the rural areas at certain predetermined nodal points. The De Deur, Walkerville and Tedderfield rural nodal points located along route R82 in the western parts of the Midvaal municipal area are earmarked to accommodate supplementary industrial and commercial activity (at limited scale). The Precinct Plan for each of these nodal areas should provide more detail pertaining to the range of activities to be allowed, as well as the exact location, scale and extent of such developments.

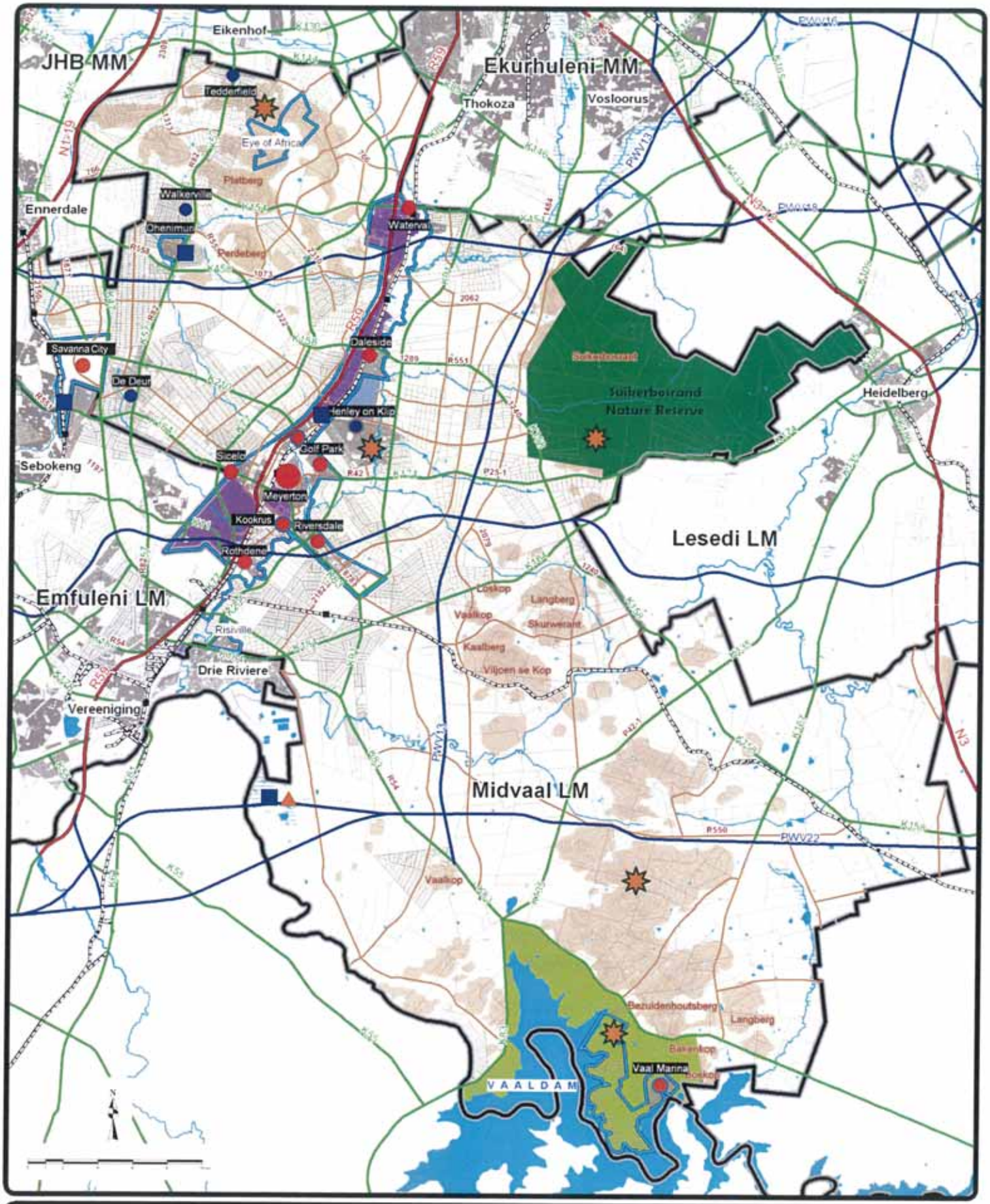
Substantial parcels of vacant industrial-zoned land are still present within the R59 corridor area and development of these land parcels should receive priority. Light industrial and commercial development will be an important component of the land use mix which will eventually make up the proposed R59 Economic Development Corridor.

As far as heavy/noxious industrial development is concerned, it should be ensured that adequate buffer zones are created between such developments and surrounding residential development and thus need to be concentrated and strategically located in terms of compatible land uses and environmental impact, as well as accessibility.

Development Principle 8: To provide for a wide range of housing typologies and tenure alternatives within the municipal area by way of clearly defined Strategic Development Areas within the Urban Development Boundary, and to manage residential densification within and outside the Urban Development Boundary by way of the Midvaal Density Policy.

a) Within Urban Development Boundary

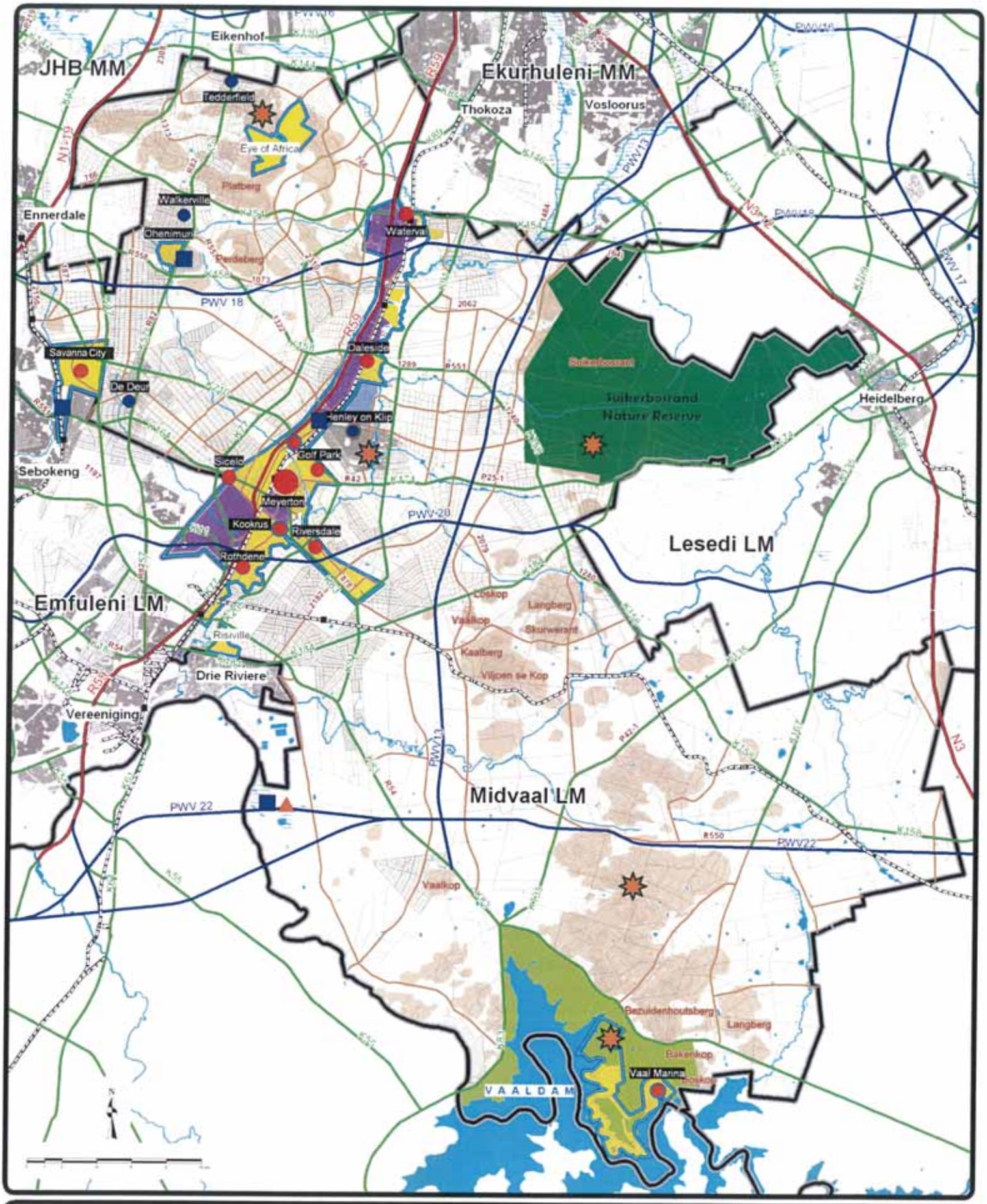
Figure 8.1 illustrates the Strategic Development Areas identified within the Urban Development Boundary where Council should promote the bulk of residential development within the Midvaal area in the short to medium term. These areas are generally located close to the major centres of economic activity, and support/supplement the development of the R59 Development Corridor. By implication the Strategic Development Areas could comprise a range of housing densities starting at about 10 to 12 units per hectare in conventional middle to high income residential areas, and up to about 60 units per hectare, especially around the major public transport routes. The medium and high density residential development applies to all areas located within the Urban Development Boundary.



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
INDUSTRIAL / COMMERCIAL

- Agriculture
- Ridges
- Suikerbosrand Nature Reserve
- Tourism
- Industrial / Commercial
- Tourism Precincts
- Urban Development Boundary
- Class 1 Road (Existing)
- Class 1 Roads (Proposed)
- Class 2 Roads (Proposed)
- Class 3 Roads
- Railway
- Stations
- CBD / Core Area
- Neighbourhood Node
- Rural Node
- MPCC
- Agri Village

7.1



MIDVAAL SPATIAL DEVELOPMENT FRAMEWORK
RESIDENTIAL

- Agriculture
- Ridges
- Residential
- Suikerbosrand Nature Reserve
- Tourism
- Industrial / Commercial
- Mining
- Tourism Precincts
- Urban Development Boundary
- Class 1 Road (Existing)
- Class 1 Roads (Proposed)
- Class 2 Roads (Proposed)
- Class 3 Roads
- Railway
- Stations
- CBD / Core Area
- Neighbourhood Node
- Rural Node
- MPCC
- Agri Village

8.1

There is a total of ten Strategic Development Areas where residential development/densification can/should be promoted. These ten priority areas include the following:

- Waterval Node within UDB at the Neighbourhood Node (SDA1);
- The area from Daleside up to Skansdam (SDA2);
- The Golf Park-Meyerton CBD Precinct (SDA3);
- Riversdale (SDA4);
- Rothdene-Kookrus (SDA5);
- Rissiville adjacent to the north of Drie Riviere (SDA6);
- Sicelo (SDA7);
- Doornkuil/Savannah City (SDA8);
- Ohenimuri (SDA9);
- Eye of Africa (SDA10).

(All densification is subject to infrastructure capacity).

The Vaal Marina complex is not earmarked for conventional residential development/densification as it caters for holiday accommodation.

b) Outside Urban Development Boundary

As far as the residential densification outside the Urban Development Boundary is concerned the **Midvaal Density Policy (2011)** which is contained in **Annexure F** of this document will be applied. In principle, Rural Residential development is allowed in all rural areas as depicted on Figure 8.1, but it should be noted that there are strong guidelines and parameters contained in the Midvaal Density Policy within which such development can and should be allowed.

In general, the formalisation of informal settlements needs to be achieved through upgrading programmes. This is done as part of the low cost housing process, in terms of provincial housing subsidies.

There is almost never a sharp cut-off point between urban development and extensive agriculture, and it is therefore envisaged that a transitional area will develop on the agricultural holdings and around the urban edge, which may comprise of a range of different peripheral uses.

It is proposed that low intensity land uses associated and compatible with agricultural holdings and rural residential areas may be supported. Intensive agriculture should be promoted in these areas. If properly developed, these uses can actually support the Urban Development Boundary and serve as a barrier to future expansion of the urban environment.

ANNEXURE A

ENVIRONMENT

ANNEXURE A1

MIDVAAL LOCAL MUNICIPALITY

ENVIRONMENTAL MANAGEMENT FRAMEWORK

STRATEGIC ENVIRONMENTAL MANAGEMENT PLAN

SECTION 5: STRATEGIC ENVIRONMENTAL MANAGEMENT PLAN

5.1 Environmental Management

The Strategic Environmental Management Plan (SEMP) is the product of the integration of the baseline information layers as contained in the Status Quo section of this report, after assessing it in terms of current policies and consultations with key stakeholders. During this stage of the process baseline information was transformed into secondary information that attaches value to different features which culminated in Environmental Control Zones (ECZs).

The main purpose of the Strategic Environmental Management Plan (SEMP) is to establish control zones, which indicate the environmental suitability of certain land parcels to accommodate various types of land uses or activities. The SEMP is not prescriptive in terms of land use and does not indicate which land uses must occur in which zones. Rather, the SEMP indicates specific minimum environmental requirements, through management parameters, which have to be met satisfactorily before approval of a development application could be considered. Similarly the SEMP indicates the level of assessment expected and required in the specified zone(s). The SEMP should also be used as the environmental input for the further review and development of the IDP and SDF processes.

The SEMP serves to provide guidance in terms of satisfying the requirements of the environmental management mandates of GDACE and the MLM, while it does not impose land uses on the planning mandate of the MLM.

The most significant constraints for development in the area include:

- The occurrence of Nature Reserves, specifically the Suikerbosrand Nature Reserve;
- Significant natural open space connectors;
- Several established conservancies in the area;
- The occurrence of Category I and Category II Ridges;
- Occurrence of large areas of medium and high potential agricultural land;
- Potential pollution sources from local and regional industrial activities, waste facilities, mining activities and irrigation agriculture;
- Constraints to development due to the position of the urban edge; and
- Development activities in the Vaal Dam Area.

There are clear indications from all sectors in the study area that there is a significant demand for development land, especially along the R59 freeway and the southern part of the study area, at the Vaal Dam, lying in an area bound by the R54 and R549.

Population growth over the last few years has been rapid and the high growth rates are expected to continue for a significant period. The provision of low cost / low-income housing is therefore a critical factor in the immediate future growth and development of the area. The identification of suitable land for low cost housing, which takes the principles of long-term sustainability into account, is a great challenge that has to be met by the authorities.

5.2 Basic Parameters for Determination of Environmental Control Zones (ECZ)

The process for the determination of the ECZ was based on the fact that certain parameters cannot be negotiated around and therefore these parameters are fixed. These were called the Non-Negotiable parameters. As the name suggests these are parameters which leave no room for negotiation.

The following is a list of the parameters which were considered as Non-Negotiable and therefore fixed:

Non-Negotiables	Components
❖ Nature Reserves	• Suikerbosrand Nature Reserve
❖ Wetlands	• Widely dispersed
❖ Ridges	• Predominantly Category I and II ridges
❖ Heritage sites	• Blockhouse
❖ Conservancies	• Apple Orchards • Thorntree • Henley-on-Klip • Klipriviersuikerboschrand
❖ Natural Water Courses	• Suikerbosrand River • Klip River • Rietspruit • Vaal River

The buffer zones along the rivers, ridges and wetlands will have to comply with the relevant legislative requirements and associated regulations.

5.3 Environmental Control Zones

The following is a list of the developmental and conservation zones which have been identified:

Agriculture/Low Density Residential/Light Commercial

- Area between R54 and R42 (within MLM border)
- This area also comprises the Bantu Bonke initiative as well as the Kudung Land Reform area
- It is recommended that development in this zone be carried out along the lines of agri-villages which will prove to be more sustainable in terms of job creation and economic growth while preserving the environmental integrity of the area.

Natural Open Space

- Nature Conservation
- Conservancies
- Ridges
- Rivers
- Dams

High Density Residential/Industrial

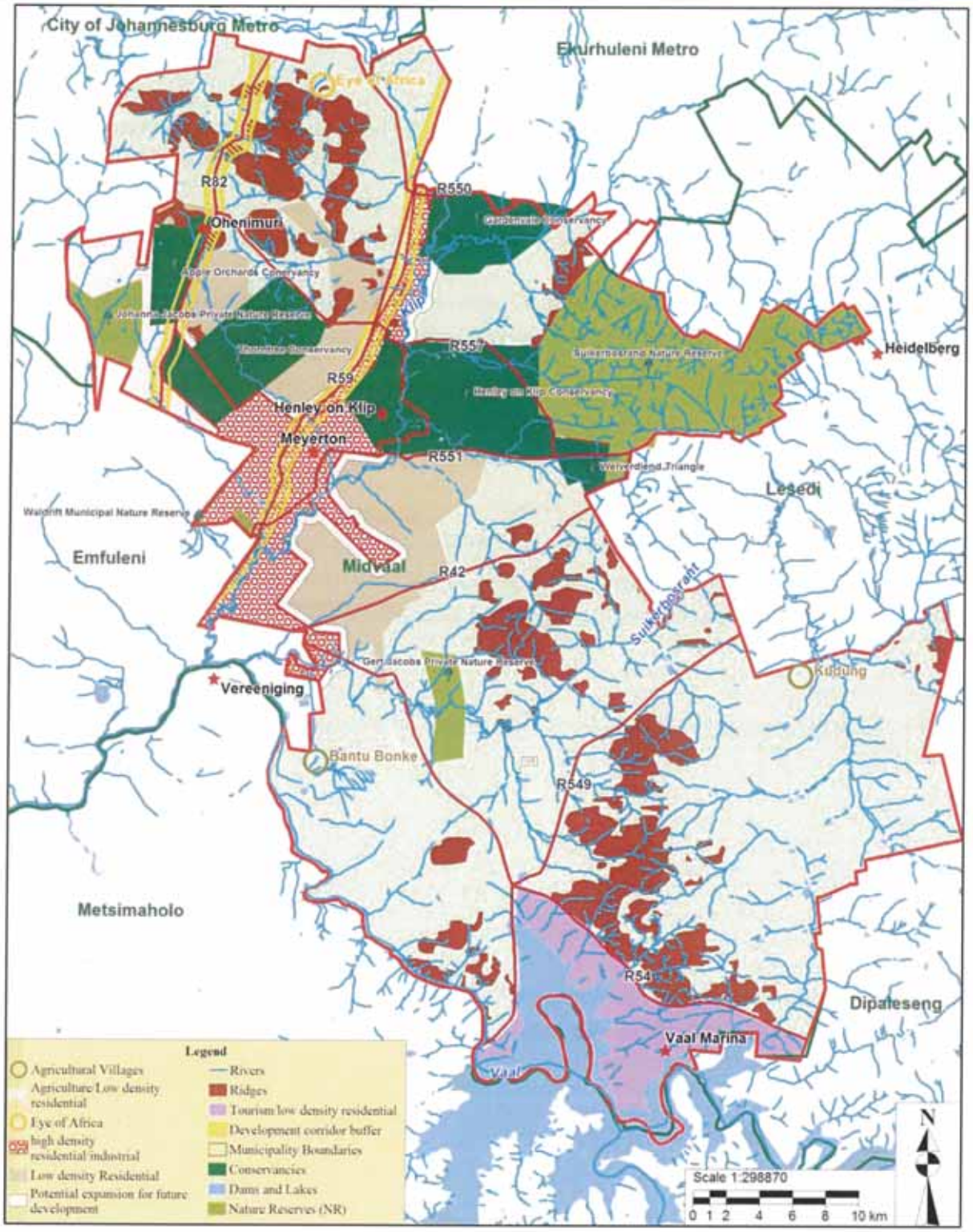
- Between R59 and Klip River, Meyerton, Henley-on-Klip and Risiville
- The De Deur Estates
- Henley-on-Klip: vertical densification needs to be managed and residential or commercial buildings should not exceed a double storey structure in this area.
- Blue Rose – location of the planned residential settlement is not ideal

Tourism/Low Density Residential

- Eye of Africa
- Vaal Dam

Precautionary Guiding Principles

- No densification or subdivision on farms east of existing development from (north to south) Rietspruit/Green Valley, Witkop/Daleside, Henley-on-Klip, Riversdale, Koolfontein/Nelsonia and Mooiland/Helderstroom.
- Development in these areas will be subject to conditions as determined by the MLM and will only be considered on very low potential agricultural land.



Midvaal Local Municipality	ILISO CONSULTING	MLM EMF Environmental Control Zones	Figure: 23 Date: April 2008 Map Ref: M:/600197 Midvaal/EMF/Maps System: Hartebeesthoek94 COPY RIGHTS RESERVED

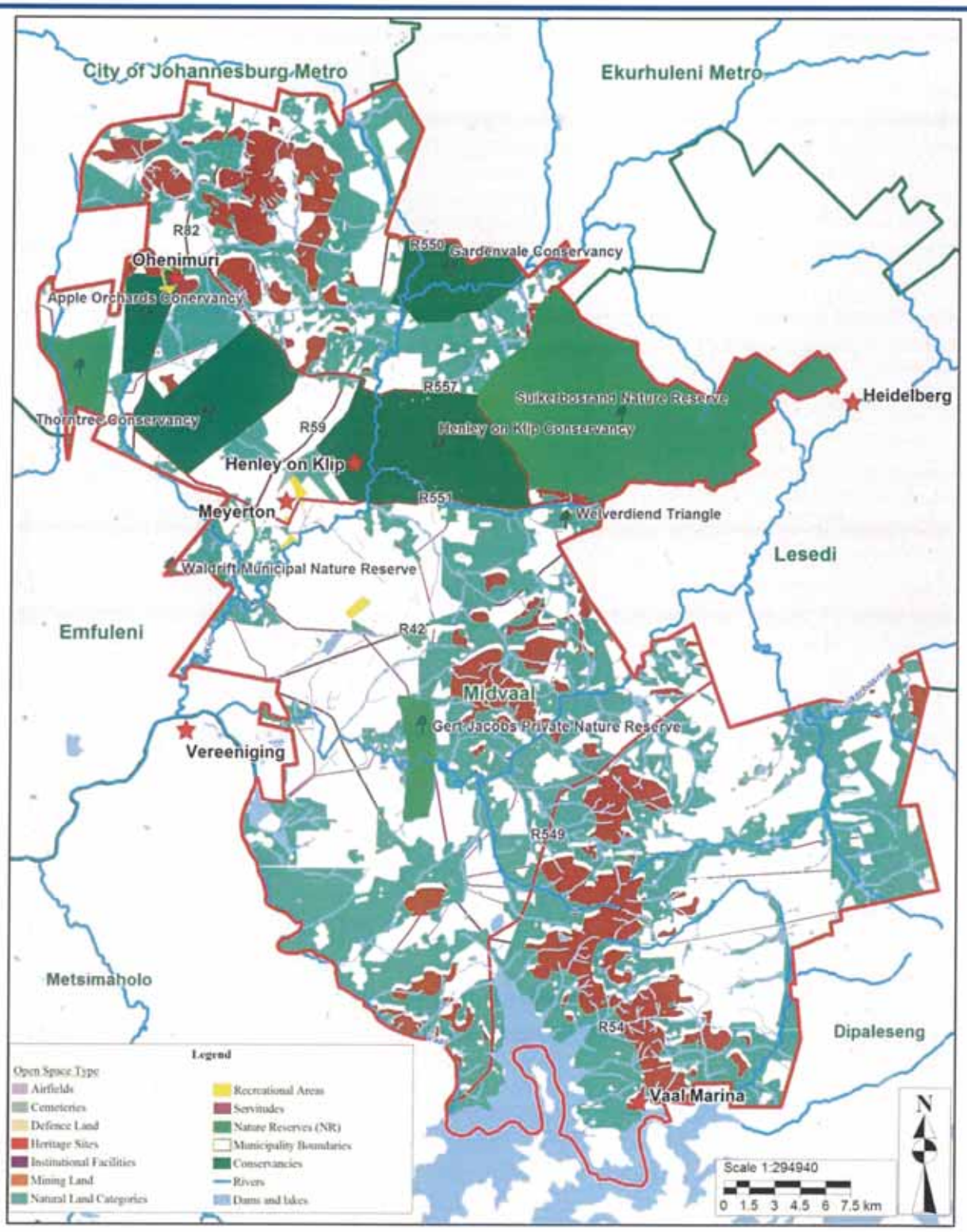
Figure 23: Environmental Control Zones in the MLM Area

5.4.2 Natural Open Spaces

As discussed previously the natural open spaces within the MLM area include the following:

- Nature Conservation
- Ridges
- Conservancies
- Rivers and wetlands
- Dams

	OPEN SPACE, NATURE CONSERVATION AND ECO-TOURISM	Responsibility
Policy	❖ Preserve proclaimed nature reserves ❖ Protect conservation areas current and future generations ❖ Enhance and promote the status of the Midvaal Municipality as a renowned destination for tourists	GDACE MLM
Strategy	❖ Create a safe and secure environment, through pro-active security measures and cooperation with civic initiatives. ❖ Maximise the advantage of the attractive country side associated with the Vaal Dam to attract investors from places like Johannesburg and Pretoria. ❖ Preserve watercourses and flood-line areas as open space areas available to the local communities as well as tourists for recreational purposes. ❖ Acknowledge the existence of proclaimed nature reserves and conservancies and protect them against external influences. ❖ Address the perception that there is a shortage of parks for recreation and sport in the area.	GDACE MLM
Guideline	a. Authorisation is required for the construction of facilities or infrastructure for resorts, lodges, hotels or other tourism hospitality facilities in a protected area. b. Authorisation is required for the transformation or removal of indigenous vegetation of 3 ha or more c. Authorisation is required for the transformation of an area of any size where the transformation would occur within a critically endangered or endangered ecosystem listed in terms of Section 52 of the National Environmental Biodiversity Act, 2004 (Act 10 of 2004). d. High potential agricultural land located within a protected area will not be utilised for agricultural purposes.	GDACE MLM Developers



	ILISO CONSULTING	MLM EMF Open Space Categories	Figure 25 Date: April 2008 Map Ref: M:/600197-Midvaal/EMF/Maps System: Hartebeesthoek94 COPY RIGHTS RESERVED

Figure 25: Natural Open Spaces in the MLM Area

5.4.2.1 Ridges

In Gauteng, ridges are protected under the Gauteng Ridges Policy (GDACE, 2001). Their conservation importance is related to the potential for including Red Data habitats. The Ridges Policy outlines development control measures for ridges and their 200 m buffer zones, based on the extent of transformation of the ridge.

The quartzite ridges of Gauteng are one of the most important natural assets in the northern provinces of South Africa. This is because these ridges, and the area immediately surrounding the ridges, provide habitat for a wide variety of fauna and flora, some of which are Red List, rare or endemic species or, in the case of certain of the plant species, are found nowhere else in South Africa or the world. The ridges also fulfil functions that are necessary for the sustainability of ecosystems such as the recharging of groundwater, wetlands and rivers, wildlife dispersal and providing essential habitat for pollinators. Ridges also have a socio-cultural role in that they provide aesthetically pleasing environments that are valued by residents, tourists and recreational users. Human activities such as urbanization, mining and the planting of alien vegetation may undermine the contribution that ridges make to the environment.

The Gauteng Ridges Guideline, 2001 indicates that a ridge includes hills, koppies, mountains, kloofs and gorges and/or a landscape type or topographic feature that is characterized by two or more of the following features - a crest, plateau, cliff or foot slope. In addition, ridges are characterized by slopes of 5° or more (that is equivalent to slopes of > 8.8% or > 1: 11 gradient) when modeled in a Geographic Information System digital elevation model that is based on 20m contour intervals at a scale of 1:50 000.

In order to give practical effect to this policy, the GDACE has classified all ridges in Gauteng into one of four classes, based on the existing extent and percentage of area converted to urban development or other human activities. The classes are as follows:

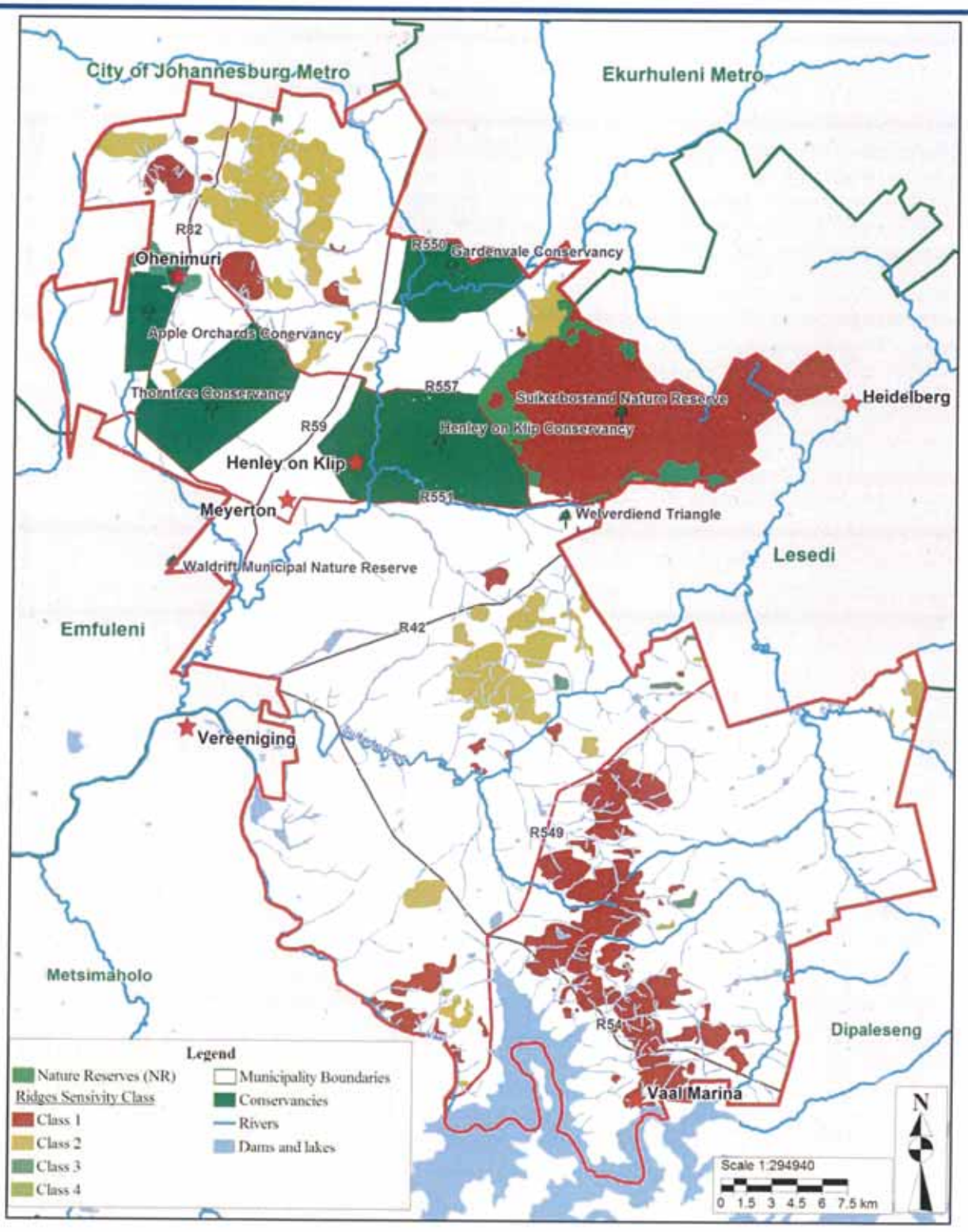
1. Class 1 ridges include ridges of which 5% or less of their surface area has been converted to urban development, quarries and/or alien vegetation. (Approximately 51% of ridges currently fall within Class 1, including the Suikerbosrand and parts of the Magaliesberg.) Gauteng Ridges Policy (GDACE, 2001).

2. Class 2 ridges include ridges of which more than 5%, but less than 35%, of their surface area has been converted to urban development, quarries and/or alien vegetation. (Approximately 28% of ridges currently fall within Class 2, including parts of the Magaliesberg, ridges falling within the Cradle of Humankind World Heritage Site, the Klipriviersberg, the Bronberg and the Skurweberg.) Gauteng Ridges Policy (GDACE, 2001).

3. Class 3 ridges include ridges of which 35% or more, but less than 65%, of their surface area has been converted to urban development, quarries and/or alien vegetation. (Approximately 9% of ridges currently fall within Class 3, including the ridge that traverses the Northcliff, Roodepoort and Krugersdorp areas) Gauteng Ridges Policy (GDACE, 2001).

4. Class 4 ridges include ridges of which 65% or more of their surface area has been converted to urban development, quarries and/or alien vegetation. (Approximately 11% of ridges currently fall within Class 4, including the Melville Koppies and the Linksfield Ridge) Gauteng Ridges Policy (GDACE, 2001).

	RIDGES	Responsibility
Policy	Preserve the ridges within the Suikerbosrand Nature reserve and the other ridge areas cutting diagonally in a south-easterly direction across the entire Midvaal area in view of their environmental sensitivity, ecological importance and as major contributors to local, regional and metropolitan open space systems.	GDACE MLM
Strategy	❖ Acknowledge the existence of topographical features (ridge areas) and the related need to preserve/conserve. ❖ Comply with the Gauteng Ridges Policy for the management of Category 1 and 2 ridges which are prevalent in the area. ❖ To note the opportunities of prominent topographical features to accommodate certain essential engineering services or other infrastructural components (water reservoirs, masts, etc.), in turn representing major environmental concerns and impact and the need for an extremely balanced approach.	GDACE MLM
Guideline	**1) Class 1 ridges** a. The consolidation of properties on Class 1 ridges is supported. b. Further development activities and subdivisions will not be permitted on Class 1 ridges. c. Only low impact activities with an ecological footprint of 5% or less will be permitted in the 200 meter buffer zone of the ridge. **2) Class 2 ridges** a. The consolidation of properties on Class 2 ridges is supported. b. The subdivision of property on Class 2 ridges will not be permitted. c. Development activities and uses that have a high environmental impact on a Class 2 ridge will not be permitted. d. Low impact development activities, such as tourism facilities, which comprise of an ecological footprint of 5% or less of the property may be permitted. (The ecological footprint includes all areas directly impacted on by a development activity, including all paved surfaces, landscaping, property access and service provision). e. Low impact development activities on a ridge will not be supported where it is feasible to undertake the development on a portion of the property abutting the ridge.	GDACE MLM Developers

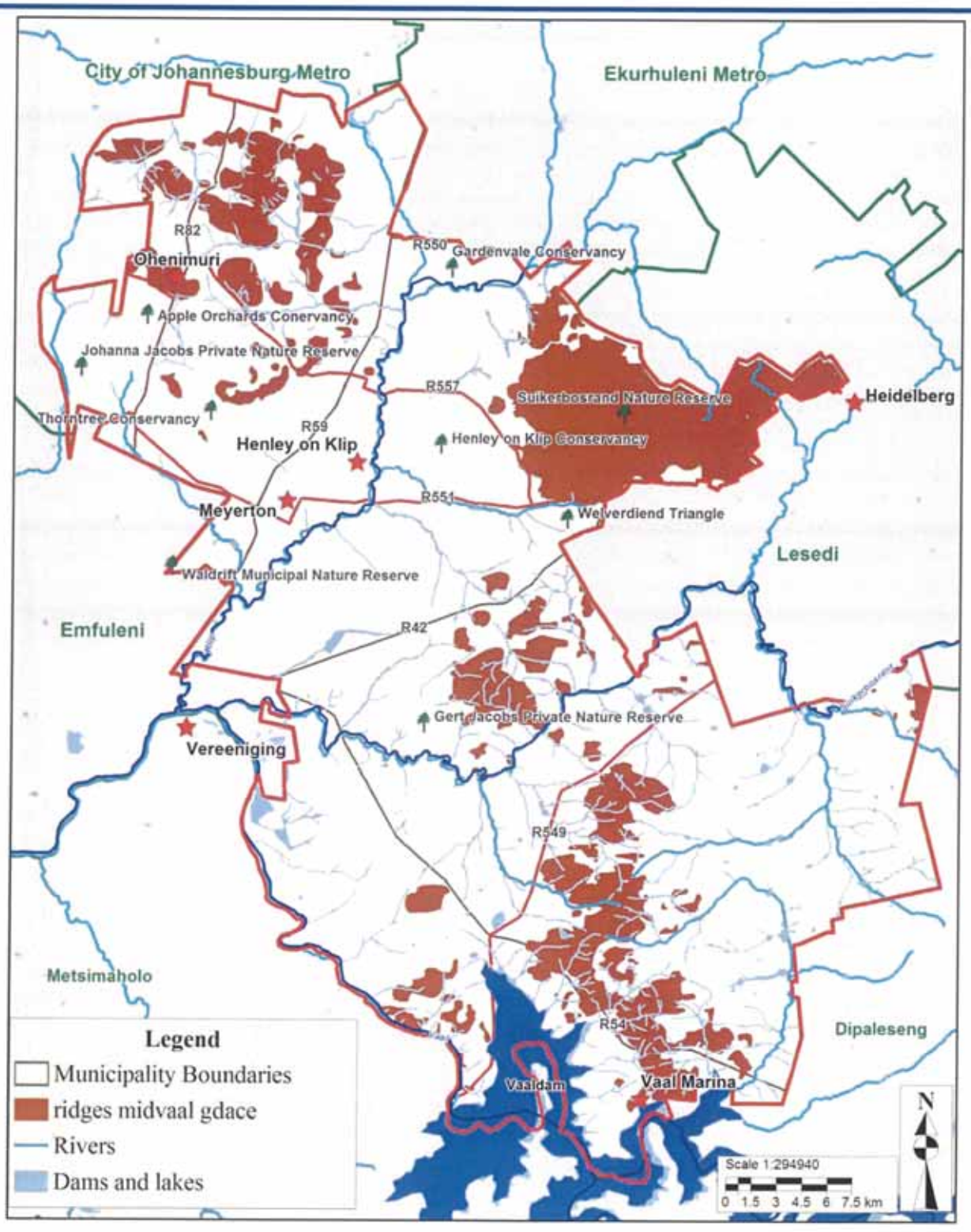


		MLM EMF Categories of Ridges	Figure 26 Date: April 2008 Map Ref: M:/600197-Midvaal/EMFMaps System: Hartebeesthoek94 COPY RIGHTS RESERVED

Figure 26: Ridges Categories in the MLM Area

5.4.2.2 Rivers and Wetlands

	RIVERS, TRIBUTARIES AND WETLANDS	Responsibility
Policy	Preserve the banks of rivers, tributaries and watercourses as open space systems and safeguard against unsound land use practices resulting in water pollution.	DWAF GDACE MLM Rand Water
Strategy	❖ Flood-lines need to be determined or, alternatively, an area of 32.0 m as measured from the end of the riparian zone of the watercourse to be treated as a flood-line area. ❖ Flood-line areas need to be retained as open space, irrespective of private or public ownership and with the exclusion of informal recreational facilities (boating, canoeing, swimming, hiking, horse trails etc.), to restrict any other development within flood-line or similar areas. ❖ Facilitate the rehabilitation of eroded areas and encourage owners to preserve and maintain river banks and support the education of the community in respect of unsound practices. ❖ Co-operate with the Department of Water Affairs and Forestry to manage and implement pollution control measures for the natural water courses in the area. ❖ Ensure that pollution incidents are timeously reported to the DWAF and collaborate with officials on actions to be taken.	DWAF GDACE MLM Rand Water
Guideline	a. Authorisation is required before the construction of new dams, weirs, bridges, channels and canals. b. Authorisation is required for any purpose in the 1:10 year flood line of a river or stream or within 32 meters as measured from the end of the riparian zone of the watercourse where the flood line is unknown. c. Authorisation is required for the dredging, excavation, infilling, removal or moving of soil, sand or rock exceeding 5 m3 from a river floodplain or wetland. d. A Water Use License is required for activities which impede or divert the flow of a watercourse if the structure built: • Exceeds a foundation width of 15 meters; • Exceeds a length of 200 meters; or • Occurs within 500 meters of another structure e. A Water Use License is required for activities which result in the alteration of the bed or banks of a water course on a property if the alterations extend for more than 50 metres continuously or a cumulative distance of 100 metres on that property or land, measured along the watercourse f. A Water Use License is required for activities which alter the bed or banks of a watercourse if the structure built: • Exceeds a height of 10 meters; • Exceeds a width of 10 meters; • Exceeds a length of 50 meters; or • Occurs within 500 meters of another structure	DWAF GDACE MLM Rand Water Developers



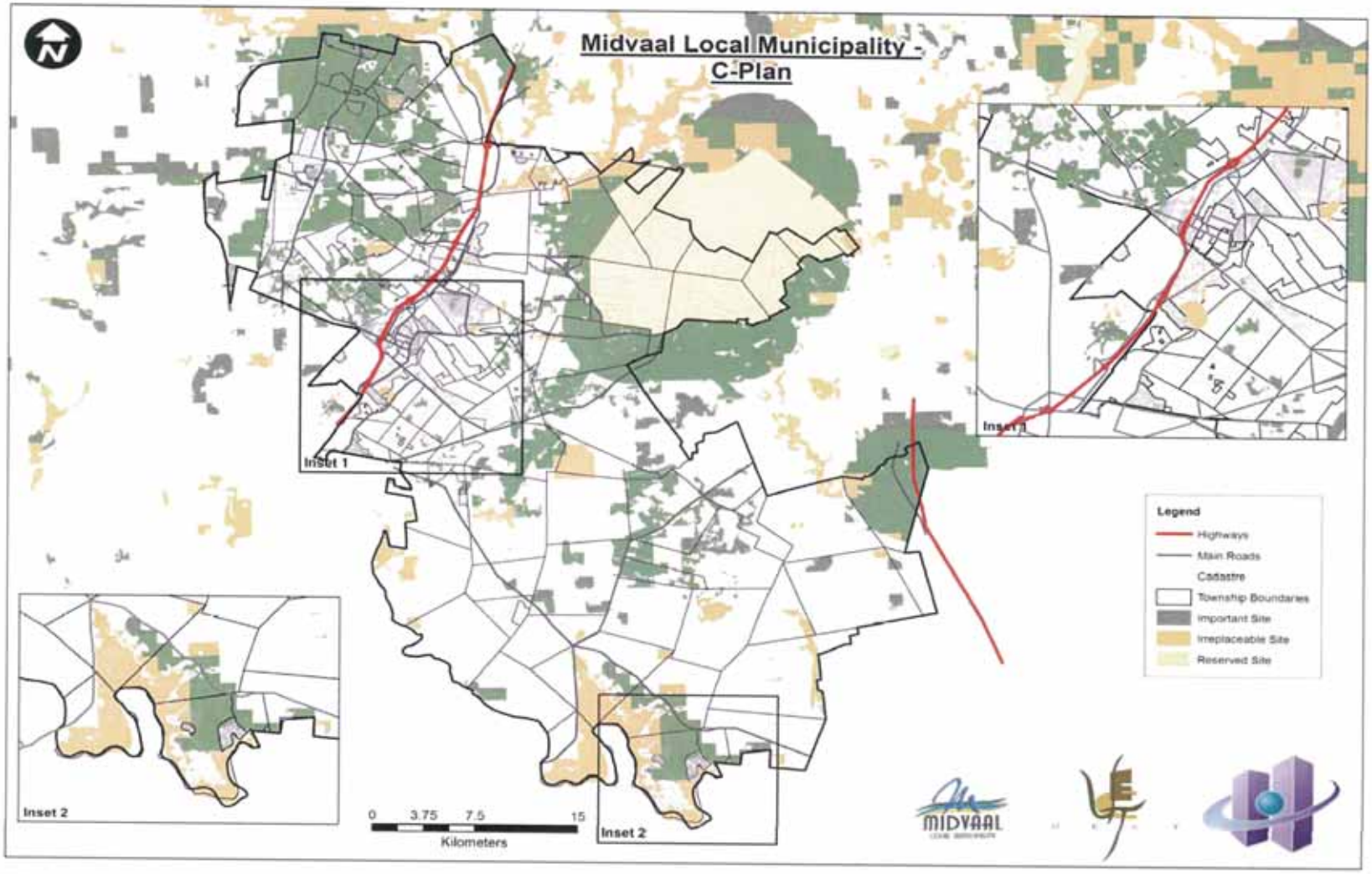
	ILISO CONSULTING	MLM EMF Rivers and Wetlands	Figure 15 Date: April 2008 Map Ref: M:/600197-Midvaal/EMFMaps System: Hartebeesthoek94 COPY RIGHTS RESERVED

Figure 27: Rivers and Wetlands in the MLM Area

ANNEXURE A2

CONSERVATION AREAS

Figure 2: Conservation Areas



ANNEXURE B

MIDVAAL LOCAL MUNICIPALITY

AGRICULTURAL POLICY

8. POLICY STATEMENTS

The policy statements are underpinned by the principle of retaining viable economic farm units. The focus is on land that is utilised for agricultural activities, no matter what its zoning. Where farm units are too small to provide a sufficient and sustainable income, the pressure for land use change increases dramatically. The norms and standards presented here provide the minimum possible standards for viable economic units. In addition to these, it is also essential that the following issues be considered when the norms and standards are applied:

- Natural resource capacity, particularly water and impact on the environment
- Sustainability
- Human capital requirements
- Local agro-ecological peculiarities

When considering agricultural policy it is useful to distinguish between those aspects of agricultural land use over which the Midvaal Local Municipality has direct control, i.e. the subdivision of agricultural land.

8.1 Subdivision of Land for Agricultural Purposes

The subdivision of land in this instance is in relation to two sets of legislation, namely

- The Division of Land Ordinance No 20 of 1986
- The Subdivision of Agricultural Land Act No 70 of 1970. This Act is of relevance for agricultural land that is still viable for farming purposes. In most cases for farm portions greater than 20 hectares in extent
- The subdivision of agricultural land should not result in units smaller than:
  - A unit able to carry 60 livestock units on land used for grazing
  - A unit of 100 hectares on land used for dry crop production
  - A unit of 20 hectares on irrigated land with the proviso that of validated water rights from a recognisable source, such as a water scheme or borehole, for 10 hectares is available

- These standards will also apply to the notion of small holdings - small holdings may not be established on productive or high potential agricultural land
- If piped water is not available (excluding borehole water), the minimum size for subdivision of farm portions that are on medium or low potential agricultural land, is 5 hectares. If piped water is available (excluding borehole water), the minimum size for subdivision of farm portions that are on medium or low potential agricultural land, is 1 hectare.
- Notarial links will only be allowed when consolidation is not possible and/or where the municipality boundaries do not allow it.
- Restrictions on processing of undivided shares application will remain in place so as to pre-empt pressure for subdivision and ensure accountable ownership of the property.
- An agricultural holding can be subdivided to a minimum size of 8565m^2, as stipulated in the Agricultural Holdings Act No 22 of 1919.
- Subdivision of farm portions smaller than 1 hectare or holdings smaller than 8565m^2, where piped water is available (excluding borehole water), are not supported. In such cases township establishment applications will need to be submitted in terms of the Town-planning and Townships Ordinance No15 of 1986. Further, this Policy does not guarantee approval of any application. Each application will be treated on its own merit.

8.2 Dwelling Units on Agricultural Land

The number of dwelling units which can be erected are controlled by the various town planning schemes in operation across the Midvaal Local Municipality. The general, standardised guidelines are, however, as follows:

- All suitable zoned properties (Residential, Agricultural, Undetermined) permit as a primary right one dwellings unit. It should be noted that a dwelling unit in this case is subsidiary to the main use.
- For a second dwelling unit a special consent shall be applied for in terms of the stipulated requirements. They shall only be permitted on erven larger than 750m^2 and shall be restricted to 120m^2 in extent.

- Densification of the rural areas outside of the urban edge shall be limited, due to the lack of services and the impact on the scarce agricultural land.
- Clustering of buildings should be regarded as a high priority to reduce visual impacts and effects on productive land.
- New access roads that could impact negatively on natural processes, the fragmentation of land units and visual amenity should not be allowed.

8.3 Employee Accommodation on Agricultural Land

The following policy guidelines have been developed in relation to employee accommodation on farms, farm portions and agricultural holdings:

- For farm portions larger than 5 hectares, a land owner may erect up to 6 units for employees as a primary right. For more than 6 units, a special consent use application shall be submitted. In all cases building plans must be submitted and approved prior to construction.
- For farm portions smaller than 5 hectares, a land owner may erect 2 units for employees as a primary right. For more than 2 units, a special consent use application shall be submitted. In all cases building plans must be submitted and approved prior to construction.
- For agricultural holdings, a land owner may erect a maximum of 1 unit for employees. For more than 1 unit, a special consent use application shall be submitted. In all cases building plans must be submitted and approved prior to construction.
- Each employee unit shall not exceed a floor area of $120m^2$.
- The footprint of buildings and cartilage should be limited in order to minimise impacts on productive soil. Existing and where possible, future productive land in relation to the proposed additional buildings should be clearly shown on the application.
- The use of existing disturbed sites for additional dwelling units and farm worker housing is preferable.
- The location of farm worker housing should include the consideration of safe access to social facilities and transport opportunities.

8.4. Norms and Standards for Land Use Change

Land use change in this context refers to applications which also require an application in terms of land use management legislation and which will result in farming activities ceasing on the land that is the subject of the application.

8.4.1 Land Use Change to Residential or Commercial

Typically this would entail an application for township establishment with the view to develop the land and sell erven. When considering such applications the Midvaal Municipality should focus on the potential impact of such developments on agricultural resources, i.e. planning and environmental issues, although important, should be secondary considerations as these are the responsibilities of other authorities.

Potential impacts to consider when assessing an land use application to change from an agricultural use to another, more intense land use, are:

- The irreversible loss of productive, high potential agricultural land
- Impacts on sensitive land such as wetlands, and land vulnerable to erosion with resultant impact on adjacent farming practises.
- The fragmentation of agricultural areas. The fragmentation of agricultural land limits farmers' ability to expand farming operations and in general reduces confidence in the agricultural industry, dissuading farmers from investing in farming.
- Loss of employment opportunities for people who do not have sufficient skills to find employment in another sector.
- The potential impacts of the development on neighbouring properties, e.g. complaints about crop spraying, noise or unpleasant smells.
- Increased competition for the use water resources, for the purpose other than agriculture.
- Potential pollutants of water and soil, e.g. runoff from highly manicured lawns that may impact on agricultural production.

- An increase in traffic which may impact on roads used to transport agricultural produce.
- An increase in land value based on expectations of development rights that inhibit the expansion of units in the area as well as the potential for land reform.
- A general loss of amenity in the area, which may impact on the long term desirability of farming in the area.

In the light of the above, the following criteria should guide decision making:

- The quality and viability of the land that will be lost – particular issues to be considered is whether the land is irrigated and whether the DoA has provided financial and other assistance in providing agricultural infrastructure to the property.
- The location of the development should not constitute leap frog development or result in the establishment of a new node over time.
- The development may not result in the use of water reserved for agricultural purposes for other purposes.
- The development should be consistent with any approved forward planning exercise that applies to the area, as referenced in the Midvaal Spatial Development Framework.

8.4.2 Land Use Change with a View to Establish an Agri-village

The establishment of agri-villages constitutes a form of land use change in support of agricultural production as well as providing security of tenure to farm workers. Unsustainable agri-villages have the potential to lock people into poverty through limiting access to social and economic opportunities. In addition, the development of too many agri-villages in an area and the development of inappropriate form, style and scale of buildings can impact on the amenity of an agricultural area.

Thus the following criteria should guide decisions regarding the establishment of agri-villages:

- A sequential approach must be used to determine the optimal location of an agri-village – i.e. it must be demonstrated why farm worker housing cannot be provided in an urban area, before and agri-village can be established outside existing nodes
- Agri-villages should be located in areas where there is a high economic potential
- Agri-villages must be identified as a node in the spatial development framework of the relevant local municipality
- Agri-villages should be within walking distance (less than 2km) of a public transport opportunity (this allows people to access other opportunities and does not "lock" them into areas with no opportunities)
- Agri-villages should preferably be established on existing disturbed sites
- Agri-villages should be limited population size (usually up to 500 people) and contain all major settlement functions (mixed residential, social facilities, commercial space and public open space) with a particular emphasis on human development programmes.

8.4.3 Land Use Change to allow for Mining, Waste Disposal Sites and Other Large Scale Infrastructure

Land use changes for mining, waste disposal sites and other large scale infrastructure could have severe negative impacts on surrounding agricultural activities including:

- Damage to crops and livestock as a result of increased dust (in the case of open cast mining) and ground water pollution

- Increased heavy vehicle traffic that damages roads and impact on road safety

- Fragmentation of farm land with the resultant negative impacts listed above
- A general loss of amenity in the area, which may impact on the long term desirability of farming in the area

Thus in considering applications that will result in a change of land use to allow for mining, waste disposal; sites and other large scale infrastructure Midvaal should request that the application includes an assessment of the impact of the mine on agriculture in the area, as well as set conditions regarding the mitigation of such impacts. No such development may be allowed on productive, high potential agricultural land.

It is further recommended that the Midvaal Local Municipality amends it town planning schemes to incorporate a mining purpose zoning. This would enable the Municipality to have more control over the related issues that such a land use impacts on. It should be noted that the mining use will not be able to be addressed by the Municipality as it is a national government competency but the related municipal issues Midvaal would be able to influence, namely:

- Management and upgrading of access roads or railway lines to and from the intended mining facilities
- Investment by the mining operators into sustainable waste management practices and environmentally sound operations, to the satisfaction of the municipality
- Control of the limited water resources
- Pollution control, including noise, water, underground and air pollution
- Energy efficiency practices
- Other service provision
- Housing and amenities for mining personnel, etc.

8.4.4 Land Use Change to allow for Nature Reserves and Resorts

Related to the above, are land use changes to allow for nature reserves and resort type development, with the exception that such development is usually located outside of urban edge. Game farming is considered elsewhere. Of greatest concern with such developments is that permission for land use is often initiated with the view to obtaining more land use rights typically to allow for low-density residential development in the future, which would have similar potential impacts as those, listed above.

Thus land use change to nature reserves and resorts should be considered only under the following conditions:

- Relevant conditions in NEMA and other environmental legislation shall apply
- Resorts shall not be permitted on high potential, unique agricultural land and irrigated agricultural land currently under cultivation.
- The potential to undertake restoration to re-establish natural habitat must be demonstrated, where a nature reserve is being proposed.
- No further subdivision of the property may be allowed on erven with high potential agricultural land
- Only limited accommodation may be allowed as follows:
  - In mountains or hill terrain – 1 unit per 10ha
  - On plains 1 unit per 30ha
  - Dwelling units are limited to a floor area of 120m^2
  - Dwelling units should be clustered and interrelated
- An environmental management plan should indicate how potential impacts on adjacent agricultural land will be mitigated for instance how burning regimes and runoff form landscaped areas will be controlled
- No water reserved for agricultural purposes may be used to serve the development
- An SDP shall be submitted along with the special consent use application or rezoning, which details the functionality of the resort, ancillary facilities, access, elevation, etc.

There may be circumstances that is of high potential and has not been cultivated which are the subject of a sub-division application for the purpose of establishing a nature reserve. Such land may be of high biodiversity or conservation value. In these circumstances, there is a need for extensive consultation with the relevant environmental authority and nature conservation authority. The possibility that subdivision of such land would have merit from a biodiversity perspective is limited. The approach should be to retain this land as an intact unit, unless otherwise indicated by both the relevant environmental authority and nature conservation authority.

8.4.5 Land Use Change to Allow for Game Farms

There are a number of permutations related to game farming – it can take the form of an enterprises breeding game for meat production, hunting purposes, export or conservation purposes, or it could be geared towards tourism in which case it would mostly like include lodges and other facilities required to accommodate tourists.

A switch from livestock to game farming does not require permission for a land use change in terms of planning legislation (except where tourist accommodation is provided) and also does not require consent, except where veterinary permits are needed for the importation and keeping of certain animal species. However game farming is controlled by environmental and tourism legislation. The following criteria should be used to assess such applications:

- Relevant conditions in NEMA and other environmental legislation shall apply
- The minimum subdivision requirement of 60 livestock units per subdivided land unit remains applicable.
- With regard to accommodation for tourists or hunters the criteria for resort developments remain applicable.

On farm activities and uses refer to land uses that do not necessarily require subdivision or rezoning of agricultural land and which are secondary to the agricultural activities. Typically theses would include uses that provide additional income so as guest accommodation on a small scale, farm stalls and function venues. Potential negative impacts of such developments include:

- Negative impacts on agricultural production through fragmentation of farmed areas, or concerns regarding noise and other types of pollution
- Additional non-farm related traffic could impact on the road maintenance and traffic volumes
- Additional road requirements which lead to loss of productive land and require erosion control
- A general loss of amenity through unsightly and dense development which may impact on the long term desirability of agriculture in the area as well as increased pressure for land use change.

8.5 General Land Use Criteria for Agricultural Land

The following criteria should apply to such on farm activities:

8.5.1 Commercial Uses

- One farm stall and farm shop may be allowed per unit and the floor area should be limited to 100m^2.
- A farm stall or farm shop shall only sell local produce that is related to the farming activity or home industry products made by the local community.
- Where consideration is given to allow additional buildings such as bush pubs, tasting or function venues, such applications should be accompanied by a site development plan that indicates buildings and productive and unproductive land (i.e. land used for parking). New buildings may not result in loss of productive land, including access roads to such buildings, and as a rule not more than 10% of the property may be used for non-farming purposes – this includes the additional dwelling unites referred to above.

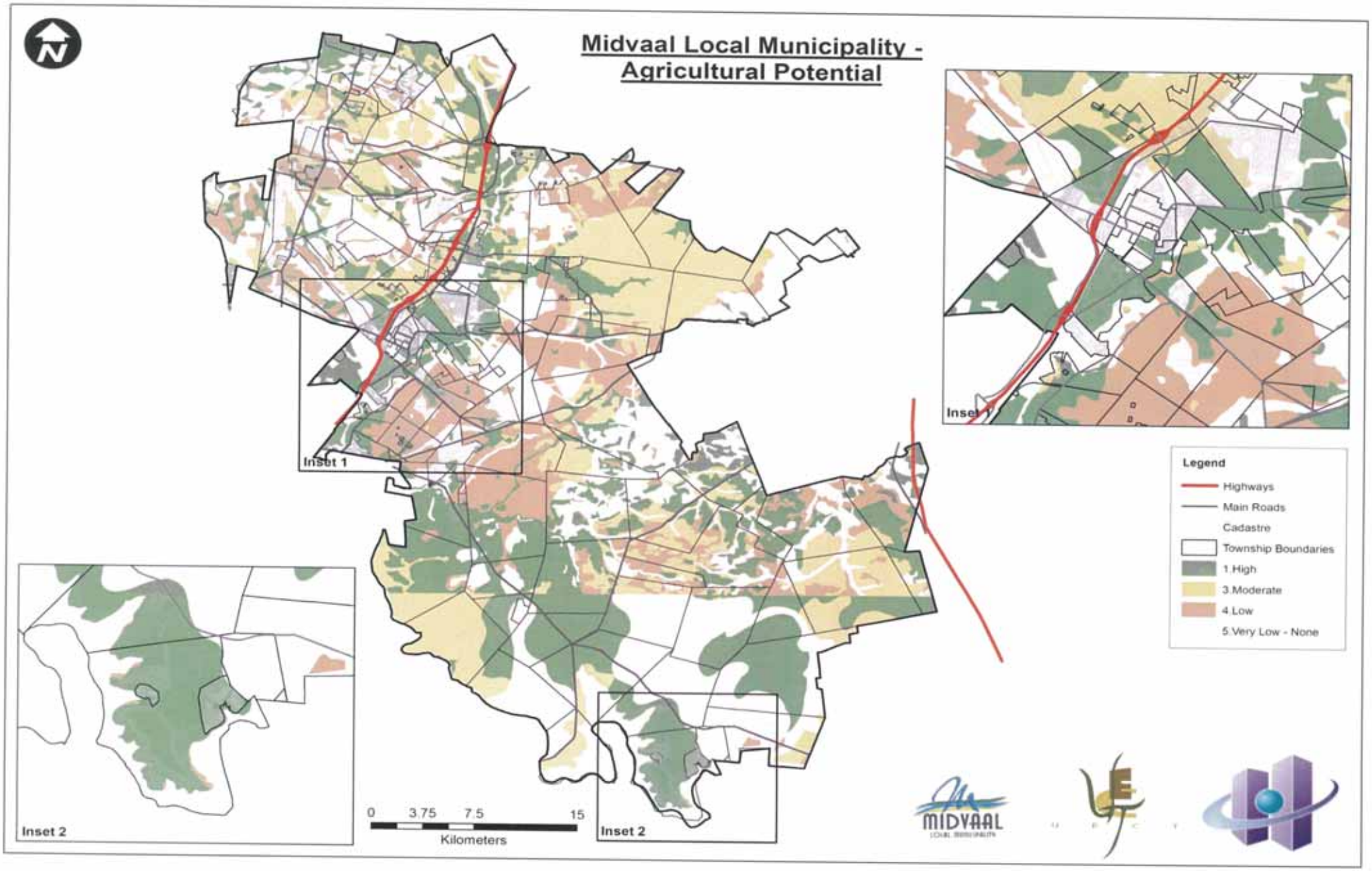
8.5.2 Agri-industry

Agri-industry refers to buildings and infrastructure required to accommodate processing of agricultural products in close vicinity of the production there of, e.g. abattoirs and wine cellars. In many instances such uses require a change of zoning in terms of planning legislation and may also require a subdivision to account for ownership issues (e.g. enterprise held by co-operatives). The following criteria apply to agri-industry:

- Where subdivision is required only the minimum land required may be subdivided and the remainder of the property must remain a viable unite as per the norms and standards set out above
- Agri-industries may not be established on productive agricultural land
- The location of such industries in relation to access roads requires careful consideration – new roads to accommodate such agri-industries should be avoided at all costs.

There is no doubt that we need an alternative agricultural development paradigm, one that encourages more ecologically, bio diverse, sustainable and socially just forms of agriculture. Strategies are needed which lead to the revitalization of small and medium sized farms, and point the way towards the reshaping of the entire agricultural policy and food system in ways that are economically viable to farmers and consumers.

Midvaal Local Municipality - Agricultural Potential



ANNEXURE C

TOURISM

ANNEXURE C1

THE VAALDAM/VAAL MARINA DEVELOPMENT GUIDELINES

5.4.3 Tourism/Low Density Residential

	TOURISM/LOW DENSITY DEVELOPMENT (VAAL DAM AREA)	Responsibility
Policy	Preserve the aesthetic appeal of the Vaal Dam Area while at the same time allowing development which will enhance the natural characteristics of the area and increase the tourism potential of the area.	DWAF GDACE MLM
Strategy	❖ High density development will be avoided in the Vaal Dam Area ❖ The Vaal Dam area will be developed as a tourist attraction as well as a preferred residential area for local residents and holiday/weekend home owners	DWAF GDACE MLM
Guideline	Development in the Vaal Dam Area should be contained within the area bound by the intersection of the R54 and the R549. Developments such as Lifestyle Estates and Golf Course Developments will not necessarily be supported by the GDACE and the MLM. Development should be limited to low density residential at a maximum of 10 units per hectare (if workers housing is present on the properties, the first 300m^2 of such housing and every further 300m^2 or part thereof should be regarded as equivalent to 1 unit) The Vaal River Complex Guide Plan of 1982 will be adhered to in terms of the following requirements: a. An open space of at least 100 measured landwards horizontally from the servitude boundary shall be left in all cases (including agriculture) and no buildings or structures may be erected on this space. b. No toilets, French drains, conservancy or septic tanks, sewage pumping installations or sewage disposal works shall be constructed on the waterward side of the servitude boundary line. c. No caravan parking and camping shall be permitted within 100m of the edge of the water. d. The width of water frontage of any property other than existing properties shall be at least 100m, measured horizontally.	DWAF GDACE MLM Developers

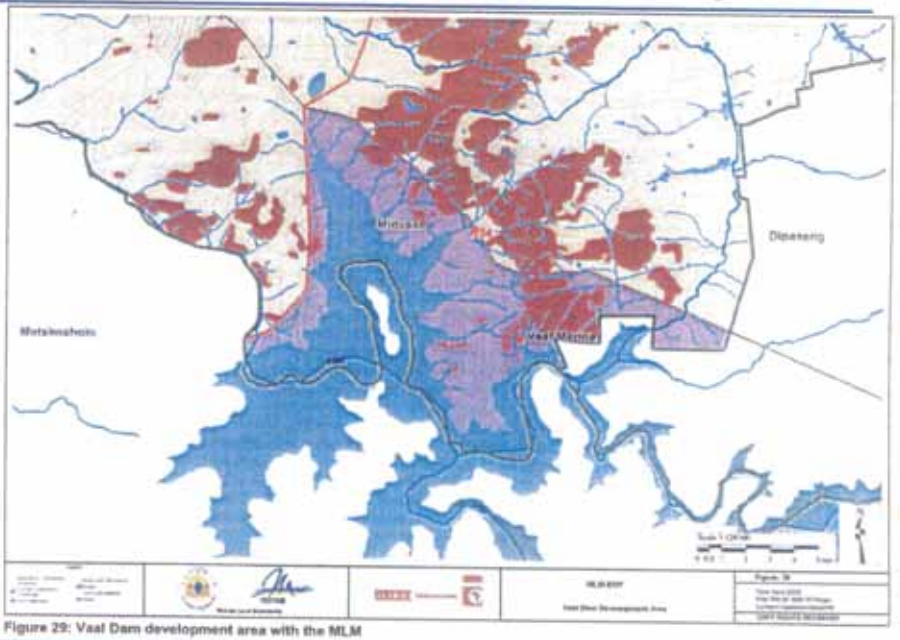


Figure 29: Vaal Dam development area with the MLM

ANNEXURE C2

MIDVAAL ACCOMMODATION POLICY

4. ACCOMMODATION TYPOLOGIES

For the purpose of this policy, guest accommodation establishment categories identified are set out below. Note, these categories are for the purposes of grouping together sets of assessment criteria and guidelines and are not to be confused with land use types and zones or their ancillary uses specified in the town planning schemes.

- Camping and Caravanning
- Bed and Breakfast Establishments
- Guesthouses
- Backpackers' Accommodation (including boarding house)
- Self-catering Apartments
- Hotel
- Resort / Lodge
- Game Farm

Table 4.1: Description and Definition of Guest Accommodation Typologies

TYPOLOGY	DESCRIPTION	DEFINITION
Camping and Caravanning	Informal temporary accommodation in a unique environment.	A property used for erection of tents or other temporary structures for temporary accommodation for visitors or holiday-makers, which includes ablution, cooking and other facilities that are reasonably and ordinarily related to camping. This includes a caravan park, whether publicly or privately owned, but which excludes the alienation of land on the basis of time sharing, sectional title, share blocks or individual subdivision; and excludes resort accommodation or mobile homes
Bed and Breakfast Establishment	Accommodation in a dwelling-house or second dwelling unit for transient guests	A dwelling house or second dwelling in which the owner of the dwelling supplies lodging and meals for compensation to transient guests who have permanent residence elsewhere; provided that the primary use of the dwelling-house concerned shall remain for the living accommodation of a single family

TYPOLOGY	DESCRIPTION	DEFINITION
Guesthouse	Accommodation in a dwelling-house or second dwelling unit for transient guests.	A dwelling house or second dwelling which is used for the purpose of supplying lodging and meals to transient guests for compensation, in an establishment which exceeds the restrictions of a bed and breakfast establishment, and may include business meetings or training sessions for resident guests
Backpackers Accommodation	Accommodation and communal facilities in a building or free standing buildings for transient guests	A building where lodging is provided, and may incorporate cooking, dining and communal facilities for the use of lodgers, together with such outbuildings as are normally used therewith; and includes a building in which rooms / beds are rented for residential purposes, youth hostel, and backpackers' lodge; but does not include a hotel, dwelling house, second dwelling or guest house
Self-catering Units	Accommodation for non-permanent residents and transient guests	A building consisting of separate accommodation units, each incorporating a kitchen facility, and which may include other communal facilities for the use of transient guests, together with such outbuildings as are normally used therewith; which are rented for residential purposes and may include holiday flats; but does not include a hotel, dwelling house, second dwelling or guesthouse. This use shall only be considered on erven within the urban edge.
Hotel	Large scale accommodation for transient guests incorporating various ancillary facilities	A property used as a temporary residence for transient guests, where lodging and meals are provided, and may include: • a restaurant or restaurants • associated conference and entertainment facilities that are subservient and ancillary to the primary use of the property as a hotel; and • premises which are licensed to sell alcoholic beverages for consumption on the property, but does not include an off-sales facility or a dwelling house.
Resort / Lodge	Subsidiary transient accommodation that has been clustered, on a large tract of land normally on a small holding or farm	The transient guest accommodation is subsidiary to the main use and is clustered on the property. Not more than one unit per 500m^2 shall be permitted Meals to transient guests for compensation shall be provided

TYPOLOGY	DESCRIPTION	DEFINITION
Game Farm	Game farming can take the form of an enterprises breeding game for meat production, hunting purposes, export or conservation purposes, or it could be geared towards tourism in which case it would include lodges and other facilities required to accommodate tourists.	A switch from livestock to game farming does not require permission for a land use change in terms of planning legislation (except where tourist accommodation is provided) and also does not require consent, except where veterinary permits are needed for the importation and keeping of certain animal species. Game farming is further controlled by environmental and tourism legislation. The guest accommodation is subsidiary to the main use and is clustered on the property Not more than one unit per hectare shall be permitted

5. POLICY ASSESSMENT CRITERIA

The table below provides an explanation of the land use criteria on the basis of which the policy guidelines are set out. Guidelines are set out for each of the eight guest accommodation categories identified.

CRITERIA	EXPLANATION
Purpose	Explanation of what the land use entails and what types of land use activities are associated with the land use
Scale	Description of the typical scale of the development as determined by its physical size (i.e. height, coverage, floor are ratio) and the number of occupants/guests (i.e. beds, staff, rooms)
Location	Description of the desirable characteristics of the location and of the land use
Self-catering	Clarification of the use of self-catering facilities
Liquor use	Clarification regarding the serving of alcoholic beverages
Ancillary facilities	List typical ancillary facilities that can be used by guest
On-site residence of management	Clarification regarding permanent residence of the owner or management
Parking	Parking requirement, off-street and on-street
Loading	Provision for loading and/or deliveries
Staff facilities	Provision of staff facilities and accommodation
Signage	Size and location of outdoor signage
Environmental	Mitigating the impact of the land use on the surrounding environment
Land Use Process	This elaborates on what type of land use process would be required for such a proposed land use

6. POLICY STATEMENTS

6.1 CAMPING AND CARAVANNING

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• Consist of multiple free standing or linked structures of a temporary nature, and may include caravans and tents, but excludes mobile homes • Purpose built development, often in a unique environment • Day visitors may be permitted and facilities for their use can be provided. • Ownership status of the enterprise may be either public or private	• To provide a more affordable form and particular style of accommodation for tourists • Care must be taken when determining available infrastructure, ablution facilities and general amenities
SCALE	• Generally camping establishment should be restricted to a low impact scale and intensity in keeping with the context of the area and its surrounding character • Form and scale of development determined by development parameters of particular zone and set out on SDP • No individual subdivision permitted • No permanent residence shall be permitted	• To ensure low impact and compatibility with its surrounding environment. • Limitation on development of permanent structures to maintain character.
LOCATION	• Often located in a unique and attractive natural environment or on urban outskirts/outside the urban edge, but not essential	• Supporting requirement of the SDF for resource location
SELF CATERING	• Cooking and braai facilities are provided for residents, including day visitors	• Forms inherent part of the attraction of a camping site.
LIQUOR USAGE	• Depending on zoning scheme requirement, selling of liquor for on-site consumption by residents may be permitted, subject to a separate liquor licence application • Liquor trading hours as per Liquor Trading Hour By-law	• To ensure compliance with Liquor legislation, but allow for diverse range of facilities/services to guests.

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
ANCILLARY FACILITIES	• Subject to zoning scheme requirements and an application in this regards, a place of entertainment may be provided, with the size and nature of the facilities to be determined by an SDP • May also included offices, restaurant, conference facilities, ablution facilities, tourist shop, sports and other communal facilities related to the camping	• Complimentary (but strictly ancillary) land use to enhance camping character of establishment.
ON-SITE RESIDENCE	• Permanent accommodation may be provided on-site for the manager/owner of the establishment	• To accommodate operational requirements and support proper management
PARKING	• In addition to individual stands, on-site visitor parking requirements shall be determined as per SDP submitted for each application	• Local circumstances will dictate
LOADING	• Where necessary, loading requirement to be determined by SDP	• Local circumstances will dictate
STAFF FACILITIES	• Accommodation to be provided for staff to the satisfaction of the ED: Development and Planning	• To prevent staff accommodation being used by visitors
SIGNAGE	• Must comply with Council's Outdoor Advertising By-laws	• To prevent oversized signage that might be detrimental to visual integrity of the area
ENVIRON. ISSUES	• No activities constituting public nuisance shall be permitted • No disturbance from loud music or other sources after 22h00, except with separate approval from Council • Specific arrangement for the appropriate on-site storage and disposal of refuse/solid waste to be incorporated and set out on SDP	• To protect amenity enjoyed by surround residents • Ensure that water saving mechanisms are in place
LAND USE PROCESS	• The area should be generally rural in nature • Special Consent use application along with a Site Development Plan to determine communal areas, number of caravan sites and ablution facilities	• There is a need to manage such activities and facilitate this land use

6.2 BED AND BREAKFAST ESTABLISHMENTS

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• Part of a dwelling house or second dwelling converted to accommodate transient guests • Breakfast is usually served to residents; other meals may also be provided, but for resident guests only • Guests may share communal facilities with host family • Bathroom facilities may or may not be en-suite or private • Except between a second dwelling and main dwelling, rooms must interlead to ensure buildings can revert back to single dwelling use	• To provide small scale guest accommodation in a conventional residential neighbourhood setting. • To enable more optimal use of existing single dwelling infrastructure.
SCALE	• Second business on same premises as the bed and breakfast establishment not permitted • Between 2 and 6 guest rooms shall be permitted	• Scale restricted to ensure single dwelling character of premises is maintained.
LOCATION	• Appearance and scale of the dwelling-unit to be maintained in context of neighbourhood • Retain single residential character of premises through imposing conditions relating to: o landscaping o street elevation and streetscape o parking o architecture/aesthetics	• To ensure residential character of neighbourhood is not compromised. • Limitation on services to non-residents to restrict scale and ensure single dwelling character is maintained.
SELF CATERING	• Only one kitchen permitted per dwelling. Self-catering not permitted	• Not permitted
LIQUOR USAGE	• No sale of liquor shall be permitted on site	• Not permitted
ANCILLARY FACILITIES	• A place of entertainment, functions, conference facilities or other events not permitted	• Prevent noise nuisance and ensure reasonable amenity to neighbours

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
ON-SITE RESIDENCE	• Proprietor may reside in a second dwelling	• Ensure single dwelling character of property is maintained
PARKING	• Owner's parking space may be in form of garage. • Except where on-site parking/drop-off space is provided, guests may not arrive by 30-seater (or larger) bus • 1 parking bay per guest room	• Prevent on-street parking that may adversely affect traffic flow, the streetscape or neighbourhood character
LOADING	• If necessary, designated guest parking bays may be shared as temporary loading space	• Prevent on-street loading for same reasons as above
STAFF FACILITIES	• Bona fide staff quarters shall not be regarded as rooms for lodgers/guests and may not be converted to guest accommodation • Limitation on staff employed is a maximum of 3 at any given time	• Restrict scale of operation and ensure staff quarters aren't used by visitors as additional accommodation
SIGNAGE	• Signage shall not be free standing • Signage must be in keeping with the character of the residential area • Further, signage shall be in keeping with the Council Signage Policy	• Prevent oversized signage that might be detrimental to visual integrity of the area
ENVIRON. ISSUES	• No disturbance from loud music or other sources after 23:00, except with separate approval from Council	• Protect amenity enjoyed by surrounding residents
LAND USE PROCESS	• Special Consent use application along with a Site Development Plan.	• There is a need to manage such activities and facilitate this land use that is on the increase

6.3 GUESTHOUSES

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• Part of a larger single family dwelling house or second dwelling converted to accommodate transient guests and may include detached or semi detached rooms, exceeds bed and breakfast establishment in terms of size and impact • Usually between 6 and 16 bedrooms are provided in a guesthouse • Breakfast is usually served to residents; other meals may also be provided, but for resident guests only • Guests have communal areas for their exclusive use and the host's facilities are separate • Bathroom facilities may or may not be en-suite or private • Serves at least one meal a day to paying guests on a full time basis • The guest house should only provide an evening meal on a specific request from the transient guest	• An accommodation establishment consisting of not less than four and not more than twelve guestrooms • Does not accept permanent residents • Has as its primary activity, the supply of personally supervised accommodation
SCALE	• Maximum size of 32 persons or 16 rooms permitted • Council may determine/restrict the number of establishments in a locality/guest rooms per establishment and lay down conditions necessary to mitigate the impact of the establishment, in order to protect the area's character • Buildings can be free standing or linked structures, but residential character of particularly streetscape to be retained • Second business (or home occupation) on same premises as guesthouse establishment not permitted	• The establishment should remain compatible with surrounding residential area • Form and scale of development determined by development parameters of particular zone (i.e. floor space, building lines, height) and set out on SDP
LOCATION	May not abut onto a public road with a reserve narrower than 10m. With regard to maximum number of establishments in a particular locality, cumulative impact on services infrastructure must form part assessment.	• Encourage location in higher intensity land use areas in order to reduce impact on quite single dwelling neighbourhood character

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
	Desirable location that are encouraged include: • properties larger than 800m^2 • properties near intersections and collector (class 4 and higher) roads; • properties near open spaces/areas/amenities • near or within neighbourhoods and areas designated for higher density and mixed use development • larger ones closer to nodes or main roads	
SELF CATERING	• Meals supplied to guests/lodgers, employees and bona fide residents only • Self-catering by means of a kitchenette (self-catering unit)s only, may be permitted; no fully self-contained units or self-catering apartments permitted	• Provide more flexibility in responding to current trends, but prevent creation of fully fledged separate dwelling
LIQUOR USAGE	• Subject to obtaining liquor licence and separate departure/consent application in terms of the zoning scheme (where required in terms of the scheme), alcoholic beverages only sold for consumption on-site with meals, to resident guests • Permitted liquor trading hours as per Liquor Trading hour By-law	• Does not have a public bar • Ensure compliance with Liquor legislation
ANCILLARY FACILITIES	• A place of entertainment shall be permitted, with conditions • Where ancillary activities such as restaurants, lecture room, spa/hydro and wellness centre, small conference facilities or similar types of services are provided and depending on the zoning scheme, these are subject to a separate consent application to Council, if required by such zoning scheme • In addition, such facilities/services may only be provided for the benefit of resident guests and must therefore relate to the extent of the guest-house establishment to ensure they are not used by the general public	• Prevent noise nuisance and parking problems and ensure reasonable amenity to neighbours.
ON-SITE RESIDENCE	• Proprietor/manager may reside in a second dwelling	• Ensure residential character of property is maintained

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PARKING	• Owner's parking space may be in form of garage • Except where on-site parking/drop-off space is provided, guests may not arrive by 30-seater (or larger) bus • Where on-site provision not possible, parking may be provided on abutting or nearby property, subject to a notarial tie being registered, or similar agreement, as approved by Council • 1 Parking bay per guest room	• Prevent on-street parking that may adversely affect traffic flow, the streetscape or area character generally
LOADING	• Provide on-site space for loading and deliveries. • Depending on scale of establishment, designated guest parking bays may be shared as temporary loading space	• Prevent on-street loading for same reasons as above
STAFF FACILITIES	• No more than 5 staff members shall be employed in support of the establishment at any given time • Bona fide staff quarters shall be regarded as rooms for lodgers/guests and may not be converted to guest accommodation	• Restrict scale of operation and ensure staff quarters aren't used by visitors as additional accommodation
SIGNAGE	• All outdoor signage to comply with Council's Outdoor Advertising By-law	• Prevent oversized signage that is detrimental to the area
ENVIRO. ISSUES	• Alteration or additions shall be compatible with the character of the area • Where located in historic precincts/heritage areas, external appearance/facade to be sensitive to this attribute and taken into account • Where buildings are altered or newly constructed, Council's Green Building Guidelines should be considered and applied • No disturbance from loud music or other sources after 23:00, except with separate approval from Council	• Protect amenity enjoyed by surrounding residents and character of the area • No activities constituting a source of public nuisance shall be carried out
LAND USE PROCESS	• Permitted as a primary right for 1-3 bedrooms • Special Consent use application along with a Site Development Plan for 4-16 bedrooms	• There is a need to manage such activities and facilitate this land use that is on the increase

6.4 BACKPACKING AND YOUTH HOSTELS

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• My contain communal areas such as kitchen and dining areas and meeting rooms for the exclusive use of lodgers. Includes a boarding-house • Facilitate provision of flexible, affordable accommodation with associated communal facilities for transient guests in appropriate, accessible locations. • Backpacker establishments provide low cost accommodation to travelling people whose primary need is for a sleeping facility • Backpacker establishments provide only a bed and pillow • A kitchen is available for self-help, but no meals are provided for guests • All facilities are communal • It is situated in a residential building, block of flats or other suitable building	• Private rooms are sometimes available, but normally six to eight bunker beds are provided in a dormitory • Lockers for valuable items are provided • Communal ablution facilities are available in terms of health standards
SCALE	• No general restriction on number of rooms/beds, must be locally appropriate in context of the building characteristics and surrounding area • Council may however determine/restrict the number of beds/rooms per establishment in cases and lay down conditions necessary to mitigate the impact of the establishment, in order to protect the area's character • Accommodation can be provided from a converted building and buildings can be free standing or linked structures	• Ensure a scale and form appropriate and sensitive to the local building and surrounding area context • Form and scale of development determined by an SDP

LOCATION	• Not supported on a single residential zoned property, subject site must have suitable general residential, mixed use or commercial zoning
	• Locational criteria that should be considered, include:
	  ○ proximity to public transport routes, commercial centres and tourist activities
	  ○ character of the surrounding area
	  ○ localities near intersections and collector/main roads
	  ○ mixed use or commercial locations (including areas designated for high density development) are encouraged
		• Ensure contextually appropriate development, with maximum accessibility for transient guests which are normally less dependent on private transport

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
SELF CATERING	• Meals and beverages supplied to resident guests only • In case of rooms, communal kitchen.	• Allow flexibility to guests with regards to catering arrangement but prevent creation of separate (self contained) dwelling units
LIQUOR USAGE	• No on-site liquor selling/licence permitted at establishment located in single residential areas.	• Liquor not permitted to be sold on site
ANCILLARY FACILITIES	• Depending on the zoning scheme, ancillary tourist facilities are permitted, but a place of entertainment is not permitted • Such facilities/services may only be provided for the benefit of resident guests and must therefore relate to the extent of the establishment to ensure they are not used by the general public	• Prevent escalation of the establishment beyond the intended scale.
ON-SITE RESIDENCE	• Full time manager is required, may reside on-site	• Ensure proper on-site management at all times.
PARKING	• In addition to car parking, sufficient space to be provided on-site for shuttles, buses and overland trucks	• Prevent on-street parking that may adversely affect traffic flow, or area character generally
LOADING	• Where possible, provide on-site space for loading and deliveries	• Prevent on-street loading for same reasons as above
STAFF FACILITIES	• Staff facilities are permitted, such as sleeping quarters, offices and a lounge	• Cater for operational requirements
SIGNAGE	• All outdoor signage to comply with Council's Outdoor Advertising By-law	• Prevent oversized signage that might be detrimental to visual integrity of the area

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
ENVIRON. ISSUES	• Any alteration or new structure shall be compatible with the character of the surrounding area • Where located in historic precincts/heritage areas, external appearance/facade to be sensitive to this attribute and taken into account in design • Where buildings are altered or newly constructed, Council's Green Building Guidelines should be considered and applied. • No activities constituting a source of public nuisance shall be carried out • No disturbance from loud music or other sources after 22h00, except with separate approval from Council	• Ensure a reasonable and contextually appropriate level of amenity to surrounding residents and inhabitants of the area • Specific arrangements for the appropriate on-site storage and disposal of refuse/solid waste to be incorporated and set out on an SDP
LAND USE PROCESS	• It is situated in a residential building, blocks of flats or any other suitable building • Permitted as a primary right where a Residential Building is permitted • All other land use zones require special consent • Residential 1 this use is not permitted	• There is a need to manage such activities and facilitate this land use in a sustainable manner

6.5 SELF CATERING APARTMENTS

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• A building or a group of buildings consisting of separate accommodation units rented for residential purposes, each incorporating a kitchenette/full kitchen, may also include an option of meals being provided communally • Include holiday flats, but exclude hotel, group housing, dwelling house or second dwelling • These are referred to as a room or rooms, including a facility for the preparation of meals and an ablution facility, which are rented out on a temporary basis. Guests have to cater for themselves • Self Catering Apartments shall only be permitted on erven within the designated urban edge of the Midvaal Local Municipality	• Provide a flexibility accommodation option in line with current trends for transient guests, visitors and tourists • The self-catering establishments shall according to SATOUR, consist of not less than four units
SCALE	• Form and scale of development determined by development parameters of particular zone (i.e. floor space, building lines, height) and the building context and set out on SDP • No general restriction on number of rooms/beds, must be locally appropriate in context of the building characteristics and surrounding area • Council may however determine/restrict the number of beds/rooms per establishment in cases and lay down conditions necessary to mitigate the impact of the establishment, in order to protect the area's character	• Ensure a scale and form appropriate and sensitive to the local building and surrounding area context • Units can be separate or connected to each other or to a part of the main building
LOCATION	• Not supported on a single residential zoned property, subject site must have suitable general residential, mixed use or commercial zoning. • Locational criteria that should be considered, include: o proximity to public transport routes, commercial centres and tourist activities. o character of the surrounding area o mixed use or commercial locations (including areas designated for high density development) are encouraged	• Ensure contextually appropriate development, encouraged in high intensity land use areas/precincts • All facilities of the unit are for the private use of the guests

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
SELF CATERING	• By definition, self-catering either in the form of a kitchenette or full kitchen per unit is permitted, but an option may also be included to provide meals communally to guests • The self-catering establishments shall according to SATOUR, consist of not less than four units	• Allow flexibility to guests with regard to catering arrangements
LIQUOR USAGE	• Unless meals also provided communally to resident guests, no on-site liquor selling/licence permitted	• Protect amenity and character of the area
ANCILLARY FACILITIES	• Tourist and other ancillary facilities normally associated with a **hotel,** such as restaurants, tourists shops, sport facilities, banquet halls, spa/hydro and wellness centre and conference facilities, not permitted	• Restrict establishment/development to an appropriate scale
ON-SITE RESIDENCE	• Depending on zoning schemes, staff quarters are permitted	• Accommodate operational requirements
PARKING	• Provide on-site parking as follows: • 1.5 bays per unit • Except where on-site parking/drop-off space is provided, guests may not arrive by 30-seater (or larger) bus	• Prevent on-street parking that may adversely affect traffic flow, the streetscape or area character generally
LOADING	• Provide on-site space for loading and deliveries • Depending on scale of establishment, designated guest parking bays may be shared as temporary loading space	• Prevent on-street loading for same reasons as above
STAFF FACILITIES	• Staff facilities are permitted such as sleeping quarters, offices and a lounge • Bona fide staff quarters shall be regarded as rooms for lodgers/guests and may not be converted to guest accommodation	• Cater for operational requirements but prevent escalation of development beyond intended scale

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
SIGNAGE	• All outdoor signage to comply with Council's Outdoor Advertising By-law	• Prevent oversized signage that might be detrimental to visual integrity of the area
ENVIRON. ISSUES	• Any alteration or new structure shall be compatible with the character of the surrounding area • Where located in historic precincts/heritage areas, external appearance/facade to be sensitive to this attribute and taken into account in design • Where buildings are altered or newly constructed, Council's Green Building Guidelines should be considered and applied. • No activities constituting a source of public nuisance shall be carried out • No disturbance from loud music or other sources after 22h00, except with separate approval from Council • Specific arrangement for the appropriate on-site storage and disposal of refuse/solid waste to be incorporated and set out on SDP	• Protect amenity enjoyed by surrounding residents and character of the area
LAND USE PROCESS	• A rezoning application for Self Catering Apartments, along with a detailed Site Development Plan, shall be required as they have a similar impact to that of a hotel.	• There is a need to manage such activities and facilitate this land use that is on the increase

6.6 HOTELS

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• Purpose built building, which may consist of multiple free standing structures or a multiple storey single structure • Provide separate rooms with at least one communal dining facility • Breakfast is served and lunch and dinner are available by prior arrangement • All provided facilities are for the exclusive use of the residing guests • No provision is made for self-catering	• Provide high end accommodation options for transient guests, visitors and tourists.
SCALE	• Form and scale of development determined by development parameters of particular zone (i.e. floor space, building lines, height) and the building context and set out on SDP. • No general restriction on number of rooms/beds, must be locally appropriate in context of the building characteristics and surrounding area. • Council may restrict the number of bedrooms per establishment in cases and lay down conditions necessary to mitigate the impact of the establishment, in order to protect the area's character.	• Ensure a scale and form appropriate and sensitive to the local building and surrounding area context

LOCATION	• Locational criteria that should be considered, include:
	  ○ Scale of operation
	  ○ Proximity to public transport routes, commercial centres and tourist activities.
	  ○ Character of the surrounding area
	• A range of locations are supported, including business district areas, medium to high density residential areas, mixed use areas and resorts
		• Accommodate hotel in most locations, but excluding single residential dwelling based area.

SELF CATERING	• Self catering is not permitted in a hotel establishment	• Not permitted

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
LIQUOR USAGE	• Subject to obtaining liquor licence, alcoholic beverages may be sold for on-site consumption by resident guests including with meals in the dining or bar facilities of the hotel • Permitted liquor trading hours as per Liquor Trading Hour By-law	• Ensure compliance with Liquor legislation but allow for diverse range of facilities/services to guests
ANCILLARY FACILITIES	• Depending on the zoning scheme, other ancillary services may include lecture rooms, a tourist/gift shop, sports facilities, banquet hall, spa/hydro, wellness centre, bar facility or any other facility which is reasonable and ordinary related to a hotel • Subject to zoning scheme requirements, a place of entertainment may be provided, with the size and nature of the facilities determined by an SDP	• Enable provision of a wide variety of complimentary services and facilities available to guests
ON-SITE RESIDENCE	• Permanent accommodation may be provided on-site for the manager of the establishment, as well as bona fide staff quarters	• Accommodate operational requirement and support establishment management
PARKING	• Sufficient space to be provided on-site for shuttles and buses • 1 Parking space per bedroom or suite • 6 parking spaces per 100m^2 of public floor area	• Prevent on-street parking that may adversely affect traffic flow, the streetscape or area character generally.
LOADING	• Sufficient dedicated on-site loading and delivery space to be provided, and set out per SDP	• Prevent on-street loading for same reasons as above
STAFF FACILITIES	• Staff facilities are permitted, such as sleeping quarters, offices and a lounge. • Bona fide staff quarters shall be regarded as rooms for lodgers/guests and may not be converted to guest accommodation	• Cater for operational requirements but prevent escalation of development beyond intended scale
SIGNAGE	• All outdoor signage to comply with Council's Outdoor Advertising By-law	• Prevent oversized signage that might be detrimental to visual integrity of the area

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
ENVIRON. ISSUES	• Any alteration or new structure shall be compatible with the character of the surrounding area. • Where located in historic precincts/heritage areas, external appearance/facade to be sensitive to this attribute and taken into account in design • Where buildings are altered or newly constructed, Council's Green Building Guidelines should be considered and applied • No activities constituting a source of public nuisance shall be carried out. • No disturbance from loud music or other sources after 22h00, except with separate approval from Council • Council may prescribe specific hours for special events that may cause public nuisance, and prescribe specific mitigating measures to be implemented in such cases • Specific arrangements for the appropriate on-site storage and disposal of refuse/solid waste to be incorporated and set out on an SDP	• Ensure a reasonable and contextually appropriate level of amenity to surrounding residents and inhabitants of the area
LAND USE PROCESS	• A rezoning application for Hotel, along with a detailed Site Development Plan, shall be required unless the specific land use zone permits a hotel as a primary right.	• There is a need to manage such activities and facilitate this land use

6.7 LODGES / RESORT ACCOMMODATION

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• Harmoniously designed and purpose built guest accommodation units on a short term occupancy or time sharing basis for holiday or recreational purposes, often in a unique environment • Consists of multiple free standing, linked or single structures and is a single (private or public owned) enterprise • Or, where inside the urban edge, consist of normal township establishment and allows for alienation of individual units by means of time sharing, sectional title, share block or subdivision and full separate title • Does not include a hotel, but may include ancillary facilities which are reasonable related to resort housing such as ablution facilities, tourist facilities, recreation facilities, sports facilities, lecture rooms, restaurant, conference facilities, spa/hydro, wellness centre, caravan park and camping	• Provide accommodation for tourists and visitors in a unique recreational/holiday setting and context • The size and nature of the facilities and the resort accommodation to be determined by a special consent use application and the submission of a Site Development Plan
SCALE	• Form and scale of development to be determined as a maximum of 1 dwelling unit per 5 Ha, subject to the following conditions: ○ On proposal merits if no policy or spatial framework exist ○ By contextual informants such as environmental sensitivity, views, carrying capacity for the environment etc. ○ By the development parameters of particular zone (i.e. floor space, building lines, height) where applicable, set out on a SDP	• Ensure a contextually appropriate scale of development in harmony with its surroundings and with an acceptable environmental impact
LOCATION	• Council may determine/restrict the number of beds/rooms per establishment in cases and lay down conditions necessary to mitigate the impact thereof, in order to protect the surrounding environment, area's carrying capacity etc. • Outside urban edge, no individual subdivision/separate title units/township establishment permitted	• Locational criteria that should be considered include if outside urban edge, proximity to a unique natural/recreational resource

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
SELF CATERING	• In addition to an option to provide meals communally (e.g. in the form of a restaurant) to resident guests, self-catering may be permitted (e.g. separate kitchen per unit or cooking/braai facilities in case of camping)	• Self-catering may be permitted
LIQUOR USAGE	• Subject to obtaining liquor licence and separate departure/consent application in terms of the zoning scheme (where required in terms of the scheme), alcoholic beverages may be sold for on-site consumption by resident guests including with meals in a restaurant or in a bar facility. • Permitted liquor trading hours as per Liquor Trading Hour By-law	• Ensure compliance with Liquor legislation but allow for diverse range of facilities/services to guests
ANCILLARY FACILITIES	• Depending on the zoning scheme, other ancillary services may include ablution facilities, lecture rooms, a restaurant, a tourist shop/facilities, recreation facilities, walking or cycling trails, horse riding, sports facilities, banquet hall, spa/hydro, wellness centre, caravan park and camping and any other use which is reasonable related to resort accommodation, subject to the consent of the Council • Subject to scheme requirements, a place of entertainment may be provided, with the size and nature of the facilities to be determined by an SDP	• Enable provision of a wide variety of complimentary services and facilities available to guests
ON-SITE RESIDENCE	• Permanent accommodation may be provided on-site for the manager of the establishment, as well as bona fide staff quarters	• Accommodate operational requirement and support management
PARKING	• Parking to be provided to the satisfaction of the Executive Director: Development and Planning	• Ensure orderly parking arrangement and prevent any unsafe traffic conditions on abutting public roads
LOADING	• Dedicated on-site loading and delivery space to be determined on merit, and set out per SDP • Ensure orderly loading / delivery arrangement and prevent any unsafe traffic conditions on abutting roads	• Ensure orderly loading / delivery arrangement and prevent any unsafe traffic conditions on abutting roads

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
STAFF FACILITIES	• Staff facilities are permitted, such as sleeping quarters, offices and a lounge • Bona fide staff quarters shall not be regarded as rooms for lodgers/guests and may not be converted to guest accommodation	• Cater for operational requirements but prevent escalation of development beyond intended scale
SIGNAGE	• All outdoor signage to comply with Council's Outdoor Advertising By-law	• Prevent oversized signage that might be detrimental to visual integrity of the area
ENVIRON. ISSUES	• Any new structures must be sensitively designed in context of the character of the surrounding environment and Council may impose a condition requiring submission and approval of an Architectural Design Guide • Where buildings are altered or newly constructed, Council's Green Building Guidelines should be considered and applied. • No activities constituting a source of public nuisance shall be carried out. • No disturbance from loud music or other sources after 22h00, except with separate approval from Council • Council may prescribe specific hours for special events that may cause public nuisance, and prescribe specific mitigating measures to be implemented in such cases • Specific arrangements for the appropriate on-site storage and disposal of refuse/solid waste to be incorporated and set out on an SDP	• Protect the character and amenity of the surrounding area
LAND USE PROCESS	• Does not include a hotel, but may include ancillary facilities which are reasonable related to resort housing such as ablution facilities, tourist facilities, recreation facilities, sports facilities, lecture rooms, restaurant, conference facilities, spa/hydro, wellness centre, caravan park and camping • Reference must be made to the zoning to determine whether a special consent or rezoning would be required.	• There is a need to manage such activities and facilitate this land use that is on the increase

6.8 GAME FARMS

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
PURPOSE	• Harmoniously designed and purpose built guest accommodation units on a short term occupancy or time sharing basis for holiday or recreational purposes, in a unique environment related to wild life preservation, hunting or fishing recreation. • Consists of multiple free standing, linked or single structures and is a single (private or public owned) enterprise. The accommodation must be subsidiary to the main use with a maximum of 1 dwelling unit per hectare • Does not include a hotel, but may include ancillary facilities which are reasonable related to the game farm such as ablution facilities, tourist facilities, recreation facilities, sports facilities, and restaurant • This use is only permitted outside of the urban edge	• Provide accommodation for tourists and visitors in a unique recreational/holiday setting and context • The size and nature of the facilities and the game farm accommodation to be determined by a special consent use application and the submission of a Site Development Plan
SCALE	• Form and scale of development shall be a maximum of 1 dwelling unit per 5 hectares, subject to the following conditions: o Shall not deter from the main function of the game farm o by contextual informants such as environmental sensitivity, views, carrying capacity for the environment etc. o by the development parameters of particular zone (i.e. floor space, building lines, height) where applicable o and set out on a Site Development Plan	• Ensure a contextually appropriate scale of development in harmony with its surroundings and with an acceptable environmental impact
LOCATION	• Council may determine/restrict the number of dwelling units per establishment in certain cases and impose conditions necessary to mitigate the impact, in order to protect the surrounding environment	• Locational criteria that should be considered include if outside urban edge, proximity to a unique natural/rec. resource

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
SELF CATERING	• In addition to an option to provide meals communally (e.g. in the form of a restaurant) to resident guests, self-catering may be permitted (e.g. separate kitchen per unit or cooking/braai facilities in case of camping).	• Self-catering may not be permitted
LIQUOR USAGE	• Subject to obtaining liquor licence and separate departure/consent application in terms of the zoning scheme (where required in terms of the scheme), alcoholic beverages may be sold for on-site consumption by resident guests including with meals in a restaurant or in a bar facility. • Permitted liquor trading hours as per Liquor Trading hour By-law	• Ensure compliance with Liquor legislation but allow for diverse range of facilities/services to guests
ANCILLARY FACILITIES	• Depending on the zoning scheme, other ancillary services may include ablution facilities, a restaurant, a tourist shop/facilities, recreation facilities, walking or cycling trails, horse riding, sports facilities, banquet hall, and any other use which is reasonably related to a game farm, subject to the consent of the Council.	• Enable provision of a wide variety of complimentary services and facilities available to guests
ON-SITE RESIDENCE	• Permanent accommodation may be provided on-site for the manager of the establishment, as well as bona fide staff quarters.	• Accommodate operational requirements and establishment management / oversight
PARKING	• Parking to be provided to the satisfaction of the Executive Director: Development and Planning • Ensure orderly parking arrangement and prevent any unsafe traffic conditions on abutting public roads	• Ensure orderly parking arrangement and prevent any unsafe traffic conditions on abutting public roads
LOADING	• Dedicated on-site loading and delivery space to be determined on merit, and set out per SDP • Ensure orderly loading / delivery arrangement and prevent any unsafe traffic conditions on abutting roads	• Ensure orderly loading / delivery arrangement and prevent any unsafe traffic conditions on abutting roads

CRITERIA	MIDVAAL ACCOMMODATION POLICY GUIDELINES	JUSTIFICATION
STAFF FACILITIES	• Staff facilities are permitted, such as sleeping quarters, offices and a lounge • Bona fide staff quarters shall not be regarded as rooms for lodgers/guests and may not be converted to guest accommodation	• Cater for operational requirements but prevent escalation of development beyond intended scale
SIGNAGE	• All outdoor signage to comply with Council's Outdoor Advertising By-law	• Prevent oversized signage that might be detrimental to visual integrity of the area
ENVIRON. ISSUES	• Any new structures must be sensitively designed in context of the character of the surrounding environment and Council may impose a condition requiring submission and approval of an Architectural Design Guide • Where buildings are altered or newly constructed, Council's Green Building Guidelines should be considered and applied. • No activities constituting a source of public nuisance shall be carried out. • No disturbance from loud music or other sources after 23:00, except with separate approval from Council • Council may prescribe specific hours for special events that may cause public nuisance, and prescribe specific mitigating measures to be implemented in such cases • Specific arrangements for the appropriate on-site storage and disposal of refuse/solid waste to be incorporated and set out on an SDP	• Protect the character and amenity of the surrounding area • Water conservation and energy efficiency practices are to be put in place and shall be included in the special consent application to the Council
LAND USE PROCESS	• No individual subdivision/separate title units/township establishment permitted, especially on agricultural land • Does not include a hotel, but may include ancillary facilities which are reasonable related to the game farm such as ablution facilities, tourist facilities, recreation facilities, sports facilities, and restaurant • Special consent use and SDP for any more that 2 dwelling units	• There is a need to manage such activities and facilitate this land use

7. PROPOSED LAND USE DEFINITIONS

TERM	ACCOMMODATION POLICY DEFINITIONS
Ancillary	A land use, purpose, building, structure or activity which is directly related to, and subservient to, the lawful dominant use of the property.
Backpackers' Lodge	A building where lodging is provided, and may incorporate cooking, dining and communal facilities for the use of lodgers, together with such outbuildings as are normally used therewith; and includes a building in which beds are rented for residential purposes, residential building, youth hostel, backpackers' lodge, guesthouse and residential club; but does not include a hotel, or second dwelling
Bed and Breakfast	A dwelling-house or second dwelling in which the owner of the dwelling supplies lodging and meals for compensation to transient guests who have permanent residence elsewhere; provided that: • The dominant use of the dwelling-house concerned shall remain for the living accommodation of a single family • The property complies with the requirements contained in the zoning scheme for a bed and breakfast establishment.
Boarding House	A building where lodging is provided, and may incorporate cooking, dining and communal facilities for the use of lodgers, together with such outbuildings as are normally used therewith; and includes a building in which rooms are rented for residential purposes, youth hostel, backpackers' lodge, guest-house and residential club; but does not include a hotel, dwelling house, or second dwelling
Camping Site	A property used for the erection of tents, caravans or other temporary structures for temporary accommodation for visitors or holiday makers, and includes ablution, cooking and other facilities that are use of such visitors., which; • includes a caravan park, whether publicly or privately owned; but • excludes the alienation of land on the basis of time sharing, sectional title, share blocks or individual subdivision; and excludes resort accommodation or mobile homes.
Caravan	A vehicle which has been equipped or converted for living and sleeping purposes and which can be readily moved.
Communal Facilities	Indoor and outdoor space intended for recreational use, which may include a play area, garden, and/or a swimming pool.

ANNEXURE D

STRATEGIC DEVELOPMENT PLAN FOR THE R59 CORRIDOR

6. DEVELOPMENT FRAMEWORK

In the next section the development concept described above is further refined as a detailed Framework Plan and Guidelines for the development of the corridor.

6.1 FRAMEWORK PLAN

Figure 21 depicts the proposed Development Framework for the R59 Corridor. The most salient features of the framework are described in the sections below:

Three **nodes** have been earmarked as designated development areas along the corridor. These are:

- The Nampak/Everite/Klipriver area to the north;
- Daleside/Witkop and Henley-on-Klip in the central part; and
- Meyerton and surrounds to the south.

Capital investment and development incentives should be focused on these designated areas. In order to encourage these nodes to development, the clustering of uses is proposed in terms of the earmarking of these nodes for specific purposes. The following is proposed:

TABLE 2: PROPOSED CLUSTERING OF LAND USES IN NODES

NODE	PROPOSED USES
Nampak/Everite/Klipriver	Light industrial uses, mini-factories, offices, warehouses and commercial uses. This node is situated at the gateway of the corridor and should therefore be protected in terms of the types of uses and aesthetical appearance.
Daleside/Witkop and Henley-on-Klip	This area is proposed for commercial uses (such as transport uses), manufacturing, industrial uses and service industries for agriculture. Around Henley-on-Klip residential uses and hospitality uses in support of the tourism industry.
Meyerton and surrounds	This will be the primary node along the corridor, with a mix of land uses. This area can accommodate heavy industries, large-scale manufacturing, commercial uses, retail, general business and urban residential uses.

The development of a **road network** to support the development corridor and nodal structure is essential. The R59 fulfils the function of a mobility spine, while the K89 acts as

an activity street to unlock development potential to the east of the freeway. (Gautrans has indicated that it supports this principle). To complete the road network, the implementation of an activity spine west of the R59 is required (refer to Figure 21) to also unlock the potential of this area. The construction and upgrading of roads west of the R59 is not supported in the short term, or at least until the area east of the R59 is substantially developed. Apart from the freeway and the two activity streets running parallel to it on both sides, the corridor will be furthermore straddled by two higher order K-routes which will support it – route K77 (alternative alignment) to the west thereof, and route K91 to the east (see Figure 21).

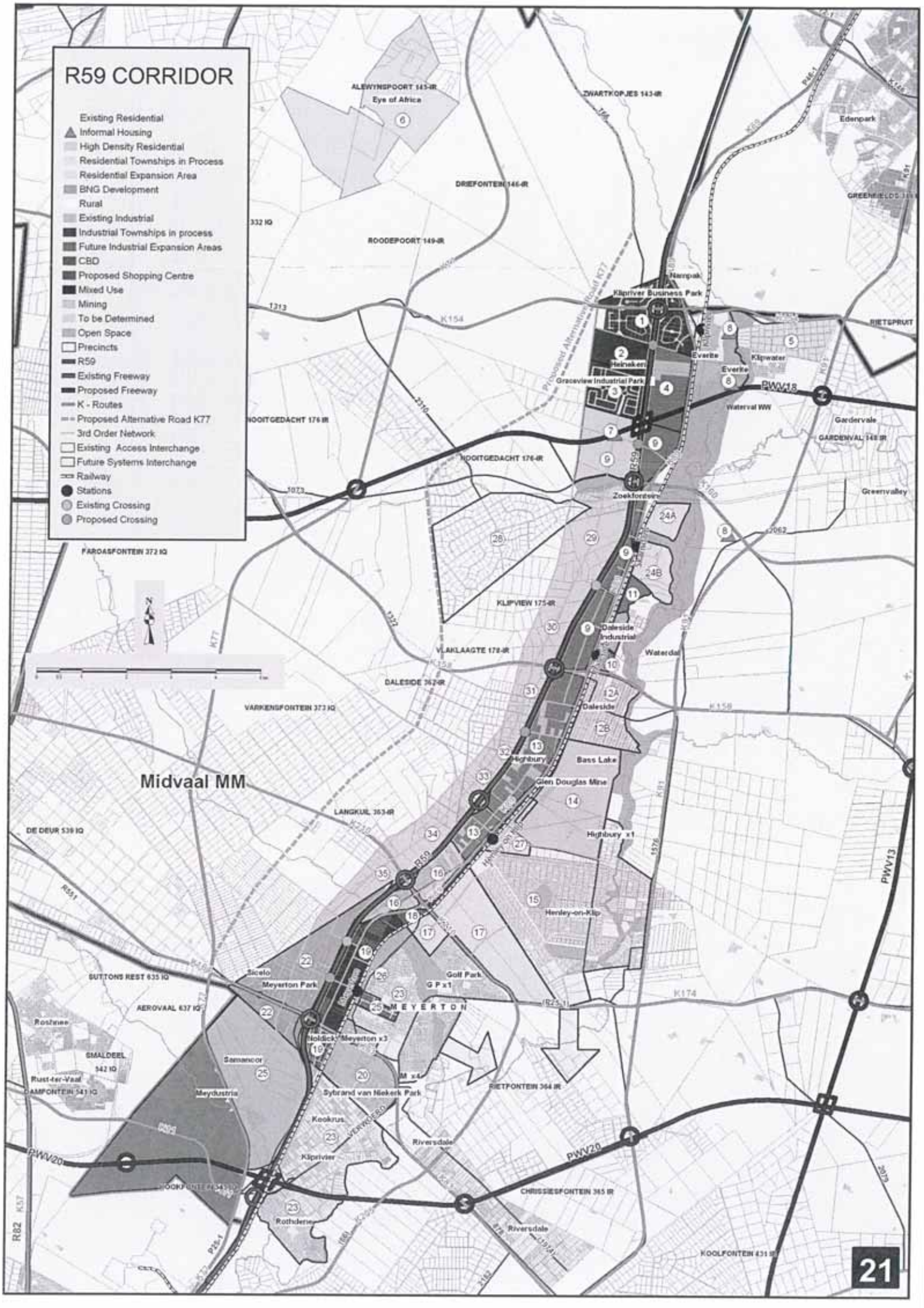
The development of the three nodes mentioned above should be strongly focused on the **stations** in support of Transit Orientated Development (TOD). This implies that there should be a concentration of non-residential uses and higher residential densities in and around stations, to support passenger transport. New residential developments should occur at high densities and within walking distance from the stations. Inter-modal transfer facilities should also be provided at stations.

It is proposed that the central part of the area west of the R59 be reserved for medium term commercial and business use, to strengthen the development corridor. Amongst others, emphasis could be placed on exploring the opportunities in the agricultural sector, through production and local processing of products for the export market. The northern section of the area to the west of the R59 can be developed for a combination of industrial/commercial and residential uses in the short term, while the southern section to the west of the freeway should be utilised for residential infill development.

The Klip River is earmarked as the main **open space system** through this area. The river should be protected, especially from effluents from industrial development and should be incorporated as a design feature in developments. Agricultural and residential uses should be promoted along the river, to protect it from pollution.

6.2 DEVELOPMENT GUIDELINES PER SUB AREA

Specific guidelines are proposed for the development corridor, to enable co-ordinated development. These guidelines provide detail to the Development Framework and were applied to the various sub-areas described in the Situational Analysis.


R59 CORRIDOR
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
Midvaal MM
ALEWYNSPOORT 143-IR
Eye of Africa
ZWARTKOPJES 143-IR
DRIEFONTEIN 146-IR
ROODEPOORT 149-IR
NOOITGEDACHT 176 IR
FARADASFONTEIN 372 IQ
VARKENSFONTEIN 373 IQ
DALESIDE 362-IR
KLIPVIEW 175-IR
VLAKLAAGTE 178-IR
LANGKUIL 363-IR
DE DEUR 539 IQ
SUTTONS REST 635 IQ
AEROVAAL 637 IQ
SMALDEEL 542 IQ
CHRISSIESFONTEIN 365 IR
RIETFONTEIN 364 IR
KOOLFONTEIN 431 IR
Klipriver Business Park
Graceview Industrial Park
Heineken
Everite
Klipwater
Waterval NW
Gardenvale
GARDENVAL 148 IR
Zoekfontein
Greenvalley
Daleside Industrial
Waterdal
Daleside
Highbury
Bass Lake
Glen Douglas Mine
Highbury x1
Henley-on-Klip
Golf Park
G P x1
MEYERTON
Meyerton Park
Sicelo
Roshnee
Rust-ter-Vaal
Samancor
Meydustria
Sybrand van Niekerk Park
Kookrus
Riversdale
Klipriver
Rothdene
Edenpark
GREENFIELDS
RIETSPRUIT
PWV18
PWV13
PWV20
R82
R59
K77
K154
K158
K174
21

6.2.1 Sub-area 1: Area between the K154 and Road 1073 (Kliprivier Area)

The northern part of this area (North of Nampak) should be retained for agricultural purposes, with the emphasis on the protection of the aquifer and prime agricultural land. The area is situated at the gateway to the Midvaal Local Municipality and should be furnished with appropriate signage to indicate the entrance to the municipal area. This signage could include information about the area, particularly the proposed corridor and tourism attractions.

The area around the K154/R59 interchange will form the gateway to the development corridor and appropriate signage is required to announce this. The character and appearance of development at this point is also very important, in order to portray a positive image of the corridor and the entire area. The proposed Klipriver Industrial Park as illustrated on **Figure 22** is thus a very important landmark in this regard, and a key project to launch the corridor concept from the northern end of the corridor.

Development can be facilitated in the short term both to the east and west of the freeway, at least up to road 1073 at the southern end of this precinct as all these sites can be served by existing/planned bulk water, sanitation and electricity infrastructure.

In order to protect the image of the gateway, light industries and commercial uses are proposed for this node, while heavy and noxious industries are excluded.

No provision is made for north-south orientated lower order routes in the eastern precinct between the freeway and K89 which would divide the existing stands in halve due to the fact that there are already two major developments spanning the entire length of the erven.

The development concept of a business park with a single entrance onto the adjacent second/third order routes both to the east and the west of R59 will thus have to be applied throughout this entire area. This is a repetition of the planning concept already applied at the Klipriver and Graceview Industrial Parks. The potential future entrances along the two activity spines are graphically illustrated on Figure 22.

East-west movement across the freeway will also be important, and for this purpose two link roads with bridges across the freeway are suggested in addition to the two access interchanges.

As far as residential development is concerned, it is suggested that the current trend of residential development to the west of the corridor be supported.

The south-eastern part of this precinct comprises of environmentally sensitive open space land.

6.2.2 Sub-area 2: Area between Road 1073 and K158

The land situated between the R59 and the Klip River (see **Figure 23**), which includes farms as well as the Daleside and Witkop industrial townships, is earmarked for commercial and industrial uses. The properties fronting onto the R59 should be retained for light industrial and commercial uses and the same design guidelines should be applicable, than to similar uses in the Nampak/Everite node, to protect the image of the area from the freeway. The industrial land at Daleside situated east of the K89 would not be subject to these stringent design criteria and could accommodate larger scale industries (in line with the current situation), but there should be a buffer between these and the Klip River to protect the open space system.

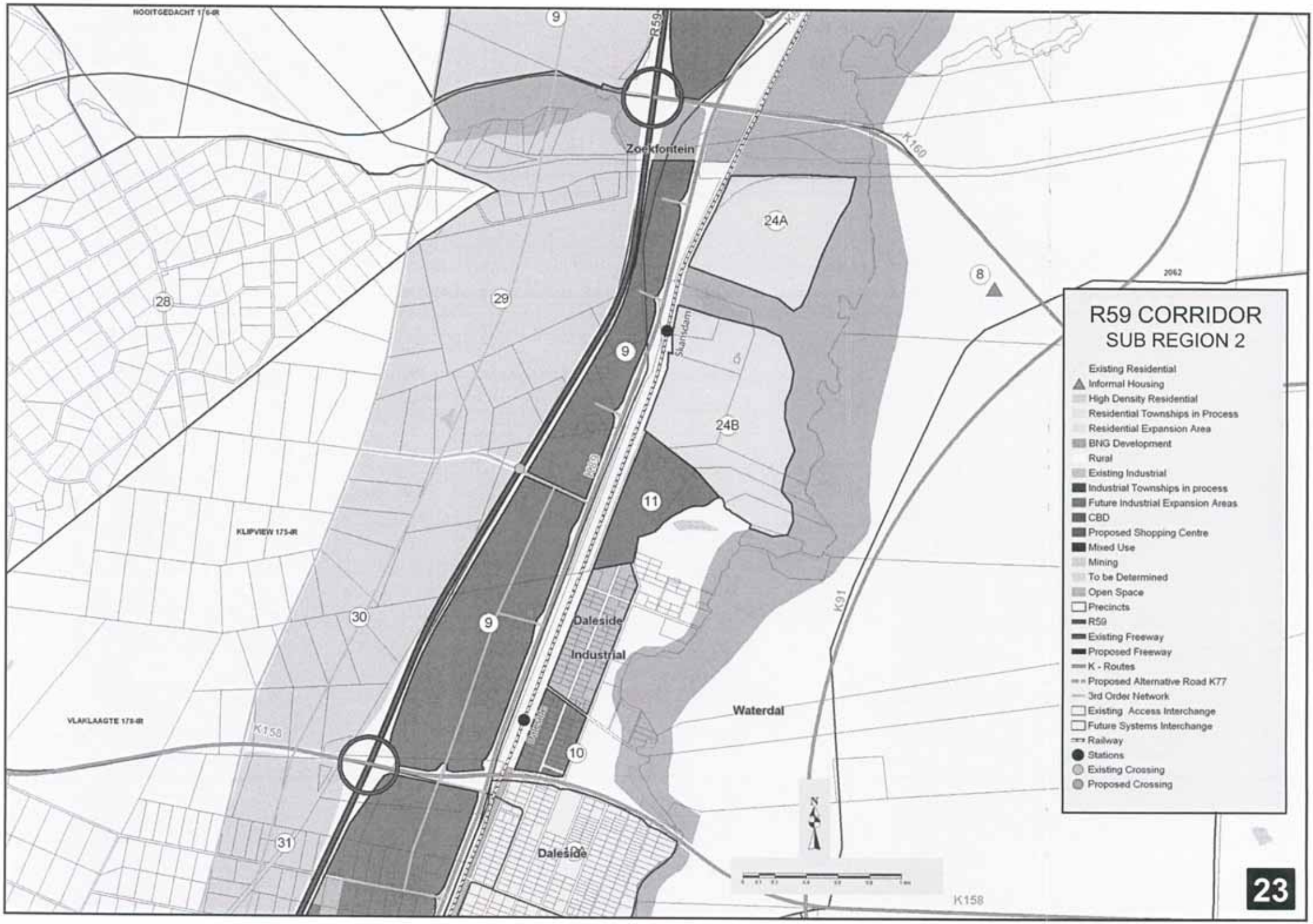
It is furthermore suggested that the two land parcels to the north of the Daleside industrial area(24a and 4) and to the east of the Skansdam railway station be earmarked for future residential use. Because of the proximity to the railway station this development can be in the form of Transit Orientated Development (TOD) with low, medium and high density mixed use. Such development will serve the needs of the surrounding economic activities and will promote the utilisation of public transport in the area.

The northern and southern sections of Daleside (10 and 11) which front onto the Klip River have never developed as industrial townships. If these do not develop in the next 5 to 10 years, it is proposed that these land parcels be deproclaimed and then also be developed for residential purposes.

The northern part of the strip of land(9) between the Skansdam railway station and route R59 is very narrow, and it is suggested that it be developed as individual business parks utilising the three access points onto route K89 as indicated on Figure 23.

The southern portion of land is wide enough to be served by way of a "midblock" access route running between routes K89 and R59. This also allows for the subdivision of this land into smaller individual erven to accommodate more individual land owners.

R59 CORRIDOR
SUB REGION 1
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
Nampak
Klipriver Business Park
Proposed Alternative Road K77
K89
K154
Klipriver
Everite
Everite
Klipwater
Heineken
Graceview Industrial Park
PWV18
K91
Waterval WW
R59
K89
K160
Zoekfontein
Greenvalley
22


NOOITGEDACHT 176-IR
KLIPVIEW 175-IR
VLAKLAAGTE 175-IR
R59
K160
K91
K158
Zoekfontein
Skanidam
Daleside
Industrial
Waterdal
Daleside
24A
24B
28
29
30
31
9
10
11
8
2062
R59 CORRIDOR
SUB REGION 2
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
N
23

One local crossing across the R59 freeway is provided for midway between the two access interchanges. This bridge already exists. To the west of the R59 freeway two larger land parcels are defined by the proposed road network. This land should only be opened for development in the medium to longer term once the node to the north and the land parcels adjacent to the east around Daleside are at an advanced stage of development.

The alignment of the route parallel to the west of route R59 around or across the eastern end of Blue Saddle Ranch must also be finalised in due course.

The width of the two land parcels to the west of the freeway allows for a "midblock" access route between the two access interchanges as illustrated on Figure 23.

It should be noted that large parts of the broader Daleside precinct are underlain by dolomite, and that all development applications in this area will be subjected to detailed geotechnical investigations and associated development guidelines e.g. density, coverage, minimum service levels etc.

6.2.3 Sub-area 3: Area between the K158 and K210 (Meyer Street) (Figure 24)

The entire strip of land situated to the west of the R59 freeway in this sub-area is earmarked for future (medium to long term) commercial/light industrial development as illustrated on Figure 24. Individual applications may, however, be considered in the short term if located around the three access interchanges in the area. Due to the width of this strip of land it is again suggested that a "midblock" access road be provided parallel between the freeway and the proposed future activity spine (third order route) to the west thereof.

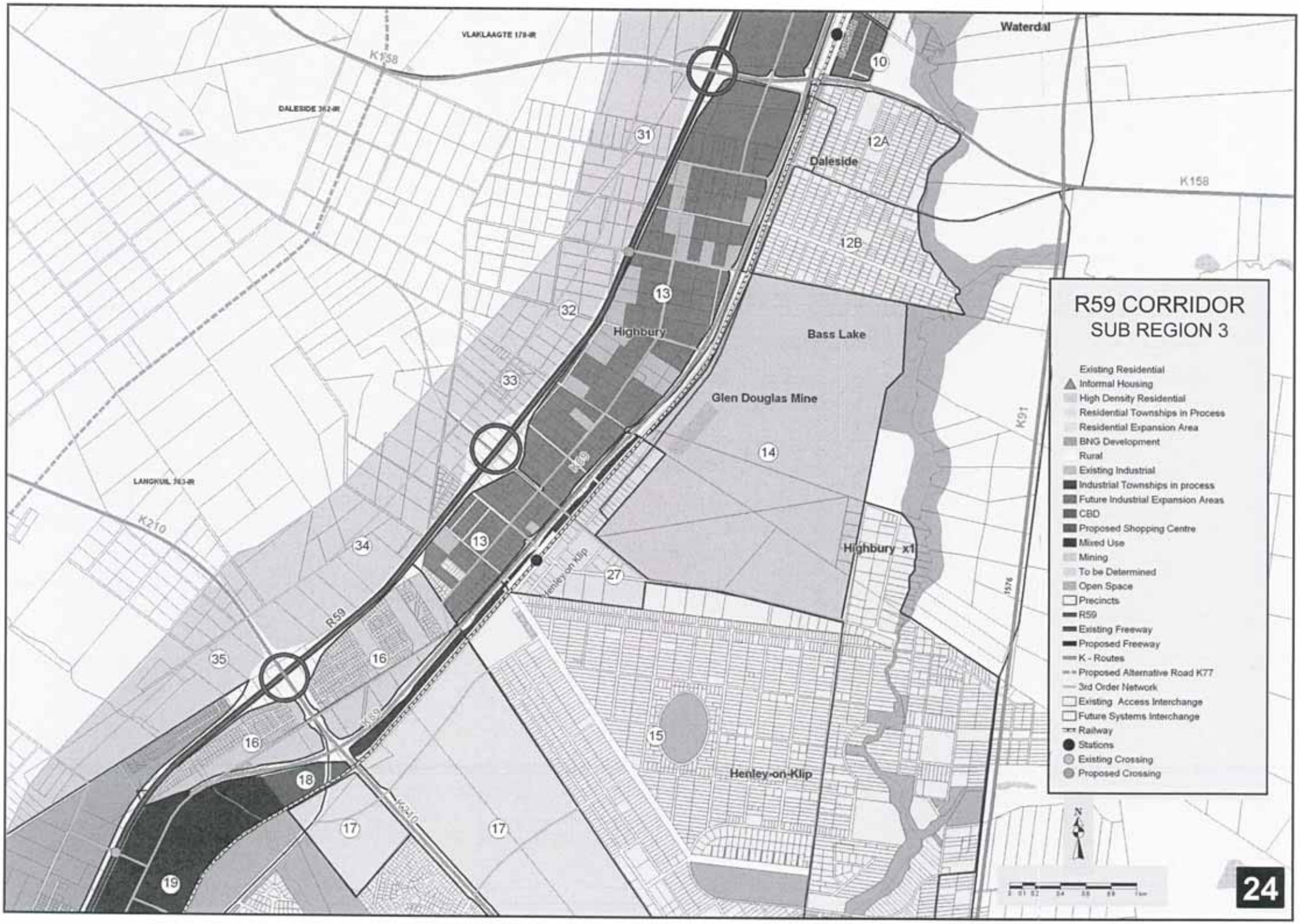
The agricultural holdings situated to the east of the freeway between the R59 freeway and the K89 are earmarked for mixed land use development. This includes residential uses as well as business, commercial and industrial activities in different functional precincts within this area as reflected on Figure 24.

The section of Daleside situated south of the K158 is earmarked for urban residential purposes. Infill development should be promoted in this area, to enable the development of vacant properties and to make optimal use of the existing infrastructure network. In the broader context of the corridor it provides a valuable opportunity for a residential precinct in the central part of the corridor, amidst a wide range of anticipated future economic activities.

Adjacent to the south, Bass Lake and the Glen Douglas Dolomite Mine are earmarked for mixed land use development, to promote the development of the Bass Lake feature as a tourism attraction. The area could accommodate hospitality uses, such as overnight facilities and restaurants, to supplement the proposed adventure and conference facilities in time to come.

Henley-on-Klip is earmarked for urban residential development, but the rural character which serves as the main attraction point of this township, should be maintained. Infill development on vacant properties should be promoted, although cognisance should be taken of service capacity constraints. A special opportunity exists for higher density residential development to take place in the precinct[27] around the Henley-on-Klip railway station and which is also in close proximity to the existing access interchange (refer to Figure 24).

Hospitality uses, such as bed and breakfast accommodation, tea gardens and wedding venues should also be supported in the Henley-on-Klip area.


R59 CORRIDOR
SUB REGION 3
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
Waterdal
Daleside
Highbury
Bass Lake
Glen Douglas Mine
Highbury x1
Henley-on-Klip
VLAKLAAGTE 179-IR
DALESIDE 362-IR
LANGKUIL 363-IR
K158
K210
K91
R59
10
12A
12B
13
14
15
16
17
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35
24

The land situated on the eastern banks of the Klip River poses potential for rural residential developments as well as intensive agricultural activities.

The land(17) situated south of Henley-on-Klip should be reserved for agricultural purposes until such time as there is sufficient market demand to accommodate residential development in the area. The physical integration of Henley-on-Klip and Meyerton through the development of this land should thus only be permitted, once most of the vacant stands in Henley-on-Klip and Meyerton town to the south have been fully developed.

The properties(16) situated directly west of this agricultural portion, between the R59 and the K89 is earmarked for urban residential development. The area is currently being developed through the sale of stands by the municipality, but this is occurring in a sporadic manner. Densification and infill development is proposed to make optimal use of the existing service infrastructure in this area.

The narrow strip of land between the railway line and route K89 to the north of K210 should be made available for commercial/light industrial uses subject to complying with the access standards along route K89.

The remainder part of the strip of land located between the R59 freeway and route K89 is earmarked for future commercial/business uses as illustrated on Figure 24. The development of this strip of land will be a medium term priority, and the bulk of the land on the opposite side to the west of the R59 freeway will only be opened up for development once development of this strip of land is at a fairly advanced stage.

Apart from the three access interchanges located within this sub-area, it would be advisable to have at least one more local crossing across the R59 freeway somewhere between the K158 and Henley-on-Klip access interchanges as illustrated on Figure 24.

It is furthermore suggested that a local access road be provided for midway between route R59 and K89 in order to serve the individual land uses. It is possible to create a fairly continuous route to perform this function by the utilisation of existing road infrastructure in the area (see Figure 24), but a detailed lower order network should be designed for the area as a matter of urgency, before the area redevelops and densifies.

6.2.4 Sub-area 4: Area between the K210 (Meyer Street) and Johan le Roux Street off-ramp (Figure 25)

The area west of the R59 freeway is already compromised due to the existing informal settlement and proposed township establishment to upgrade this settlement. This area is earmarked for urban residential development, with densities ranging between 20 and 60 units per hectare, and holds enormous potential for short to medium term residential infill development. The surrounding agricultural holdings further to the west are earmarked for agricultural and rural residential purposes. Intensive agricultural activities should be promoted, or alternatively rural residential estates, to prevent urban sprawl.

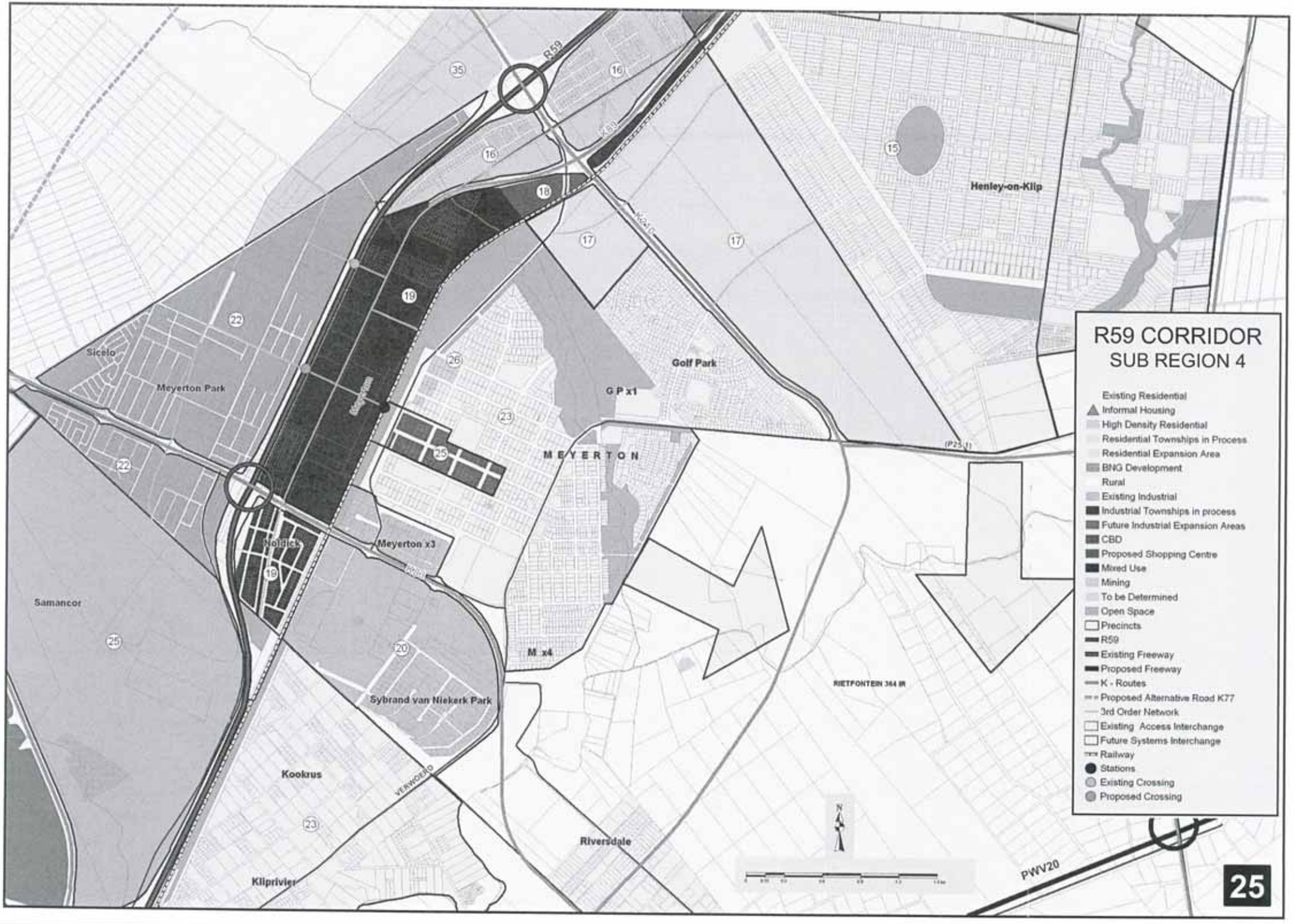
The land situated between the R59 and Meyer Street is earmarked for mixed land use purposes. This includes urban residential uses, business as well as commercial and industrial uses. The goal should be to promote intensive development in this area, to support effective use of the public transport system. Residential development should occur at medium to high densities (between 20 and 60 units per hectare), in support of the development corridor and the public transport system.

Apart from the densification and infill development opportunities located around the Meyer Street off-ramp[16] and the large area earmarked for such purposes to the west of the R59 freeway[22], there is also an opportunity for higher density residential development on the government owned vacant land parcels[26] to the north-east of the Meyerton railway station.

As illustrated on Figure 25 it will be important to provide for two crossings (bridges) across the R59 freeway between the K210 and the K164 access interchanges in order to facilitate/enhance local movement of people between the CBD, the mixed use zone, and the railway station and taxi rank, and the surrounding residential areas.

To the west of the R59 freeway the proposed third order route parallel to the freeway continues through the Meyerton Park area from where it passes through the Samancor site up to the K11 access interchange further towards the south.

The mixed use strip of development between the railway line and the R59 freeway is already served by route K89 (refer to Figure 25) but the configuration of the network in the vicinity of the Meyer Street interchange still needs to be sorted out. To the east of the railway line it should be seriously considered that Meyer Street be extended northwards in order to link up


R59
Henley-on-Klip
Golf Park
GP x1
MEYERTON
Sicelo
Meyerton Park
Meyerton x3
Norfolk
Samancor
Sybrand van Niekerk Park
Kookrus
Kliprivier
Riversdale
M x4
RIETFONTEIN 364 IR
PWV20
R59 CORRIDOR
SUB REGION 4
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
25

with Henley-on-Klip and to open up the agricultural land(17) for the proposed future residential use.

The Meyerton CBD(25) is earmarked for retail and business uses, while infill development in the industrial area(20) south of the CBD should be promoted. The revitalisation of the Meyerton CBD should be promoted. The remainder of Meyerton is earmarked for urban residential development.

6.2.5 Sub-area 5: Area between Johan le Roux Street off-ramp and Verwoerd Street off-ramp (Figure 26)

The area situated west of the R59 freeway which includes Samancor, Meydustria, and surrounds, should be set aside for industrial uses. Heavy industries and noxious industries should be limited to this area, to protect the remainder of the development corridor. An overall environmental management plan is required for Meyerton and the industrial area, to deal with pollution and aesthetical impacts. The existing agricultural uses south of the industrial area should also be retained.

The Noldick area(19) east of the R59 has been earmarked for industrial uses and service industries. The development of this area should be sensitive to the adjacent residential areas.

The Kookrus(23) area up to Verwoerd Road and Riversdale area are earmarked for residential densification and infill development subject to infrastructure availability and capacity. Business uses and service industries in Kookrus should only be permitted as a temporary measure with the consent of the municipality and should be encouraged to upgrade to formal, serviced sites in the Noldick area. As long as these uses are accommodated in the rural residential areas, the formal industrial areas will not develop fully, necessitating this policy measure. Medium to high residential densities (between 20 and 60 units per hectare) are proposed for this area, in support of the development corridor and public transport system.

The area between Verwoerd Street and the Klip River is earmarked for rural residential purposes. This area lends itself very well towards the development of a rural residential estate or equestrian estate. Hospitality uses in support of the tourism industry should be promoted in this area. The land situated east of the Klip River should be reserved for

agricultural uses, in support of the protection of prime agricultural land and the promotion of the agricultural sector.

6.2.6 Sub-area 6: Area between Verwoerd Street off-ramp and the Southern Boundary of the Municipal Area

The area situated west of the R59 freeway falls within the Emfuleni Local Municipality's jurisdictional area. Co-ordination is therefore required between the two municipalities to ensure that development west of the freeway is complimentary to the proposed corridor development.

The Rothdene area situated east of the freeway (see Figure 26) is earmarked for urban residential development. Infill development should be encouraged, to ensure the development of vacant serviced stands.

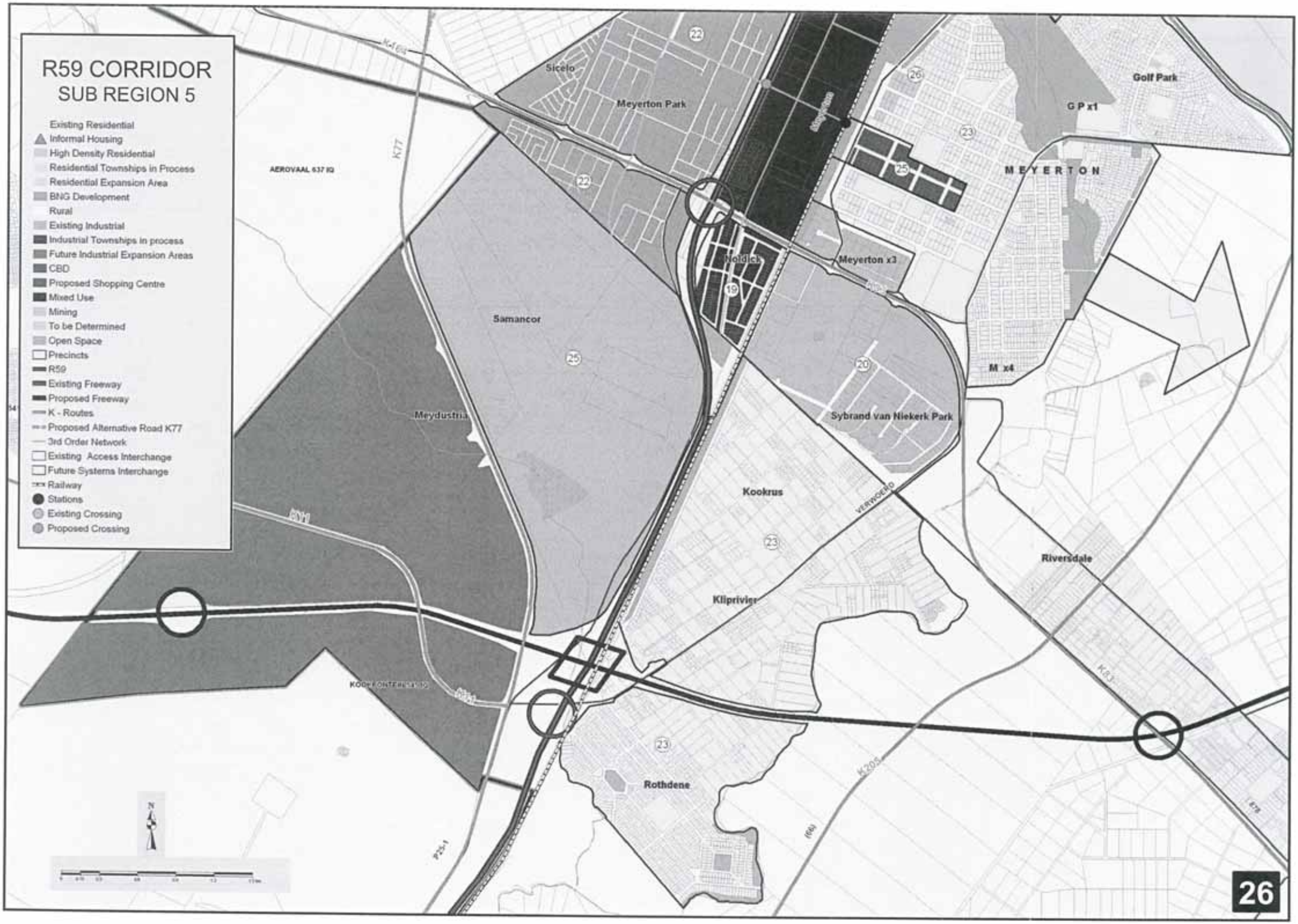
The land situated between the R59 and the K205 should be reserved for agricultural uses and rural residential purposes. Properties in this area front onto the Klip River and pose potential for intensive agricultural uses, as water for irrigation is readily available.

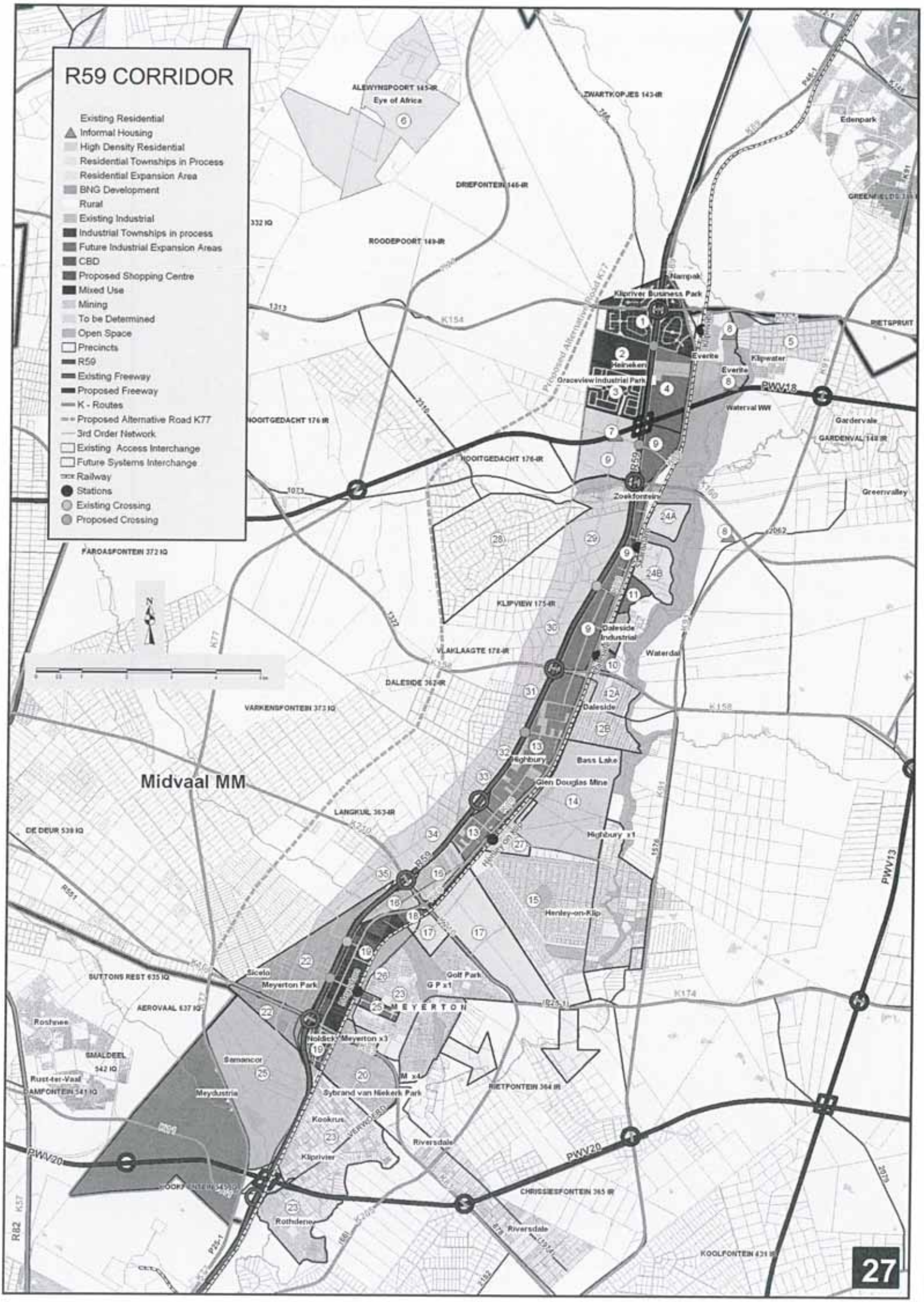
The southernmost portion of the study area is earmarked for industrial uses, as this forms part of the Duncanville industrial area situated in Emfuleni, and this represents the point where the Midvaal part of the R59 Corridor merges with that of the Emfuleni Local Municipality.

6.3 CONCLUSIVE SUMMARY

The key features of the proposed R59 Development Corridor as reflected on **Figure 27**, and as discussed in the sections above, can be briefly summarised as follows:

- The corridor will eventually comprise development both to the east and the west of the freeway.
- At regional scale the corridor functionally links the Joburg/Ekurhuleni node to the north of the Emfuleni node to the south.
- At local scale the corridor comprises two main nodes to be developed in the short term: the Everite/Klipriver node to the north and the Meyerton node to the south.


R59 CORRIDOR
SUB REGION 5
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
Sicelo
Meyerton Park
Golf Park
G P x1
AEROVAAL 637 IQ
K77
M E Y E R T O N
Holdick
Meyerton x3
Samancor
Meydustria
M x4
Sybrand van Niekerk Park
Kookrus
VERWOERD
Riversdale
Klipriviers
Rothdene
K205
26


R59 CORRIDOR
Existing Residential
Informal Housing
High Density Residential
Residential Townships in Process
Residential Expansion Area
BNG Development
Rural
Existing Industrial
Industrial Townships in process
Future Industrial Expansion Areas
CBD
Proposed Shopping Centre
Mixed Use
Mining
To be Determined
Open Space
Precincts
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
Midvaal MM
ALEWYNSPOORT 145-IR
Eye of Africa
ZWARTKOPJES 143-IR
DRIEFONTEIN 146-IR
ROODEPOORT 149-IR
NOOITGEDACHT 176 IR
FARDASFONTEIN 372 IQ
VARKENSFONTEIN 373 IQ
KLIPVIEW 175-IR
VLAKLAAGTE 178-IR
DALESIDE 362-IR
LANGKUIL 363-IR
DE DEUR 539 IQ
SUTTONS REST 635 IQ
AEROVAAL 637 IQ
SMALDEEL 542 IQ
AMPFONTEIN 541 IQ
RIETPONTEIN 364 IR
CHRISSIESFONTEIN 365 IR
KOOLFONTEIN 631 IR
Klipriver Business Park
Graceview Industrial Park
Zoekfontein
Daleside Industrial
Highbury
Bass Lake
Glen Douglas Mine
Highbury x1
Henley-on-Klip
Golf Park
G P x1
MEYERTON
Meyerton x3
Sybrand van Niekerk Park
Meyerton Park
Meydustria
Samancor
Kookrus
Riversdale
Klipriver
Rothdene
Roshnee
Rust-ter-Vaal
Edenpark
Gardenvale
Greenvalley
Waterval WW
Everite
Klipwater
PIETSPRUIT
PWV18
PWV20
PWV13
Proposed Alternative Road K77
27

- From these two nodes the development of the corridor should gradually grow towards the central part towards Daleside in order to allow for the incremental expansion of engineering services.
- In the central part of the corridor, first preference will be given to development to the east of the freeway (due to bulk service availability), and then later on to development to the west. (All areas adjacent to access interchanges will be considered for development – even in the short term).
- The strip of land to the east of the corridor between the railway line and the Klip River is predominantly earmarked for residential use (various densities, typologies and affordability levels.
- To the west of the freeway residential development is concentrated around the Klip River node in the north, and the Meyerton node to the south.
- Heavy industries/noxious industries are limited to the Samancor area and surrounds to the south, while the central and northern parts of the corridor are earmarked for commercial and light industrial uses established in a business park type of environment. (Special attention should be paid to the aesthetic quality of all buildings in this area).
- The secondary road network around and across the R59 freeway creates a lattice like network which:

  - provides for continuous circular movement along/around the entire corridor;
  - will serve as the backbone to the future public transport network for the area as it links all precincts of economic activity to all residential precincts (maximises choice);
  - separates local traffic from regional traffic (even at the interchanges because local crossings are provided for);
  - links to all railway stations.

- Residential development and densification is proposed in close proximity to all railway stations in the area in order to enhance the potential ridership (and thus viability) of the commuter rail system.
- Provision is made for both business park developments and individual business/industrial erven.
- In order to ensure that the area develops in a sustainable manner; that all environmental and services requirements are being met continuously; and that the area be characterised by substantial, long term investments/economic activity; it is suggested that all applications for land use change on farm land along the corridor be

done by way of fully fledged Township Establishment Applications. Such applications will then be accompanied by the legally prescribed environmental, geotechnical and services investigations and agreements. Council will thus not consider Rezoning Applications on farm land along the R59 Corridor.

- The residential areas earmarked along the R59 Corridor have sufficient capacity to provide for an additional 28 696 housing units which is more than enough to cater for the existing demand of about 4936 units (see **Table 3**), as well as the projected incremental demand for Midvaal for at least the next 20 years. The existing housing count in the Midvaal area is about 10 800 units.

Table 3: R59 Corridor: Residential Development Potential

NUMBER ON MAP	LAND USE	MIDVAAL Area (ha)	GROSS DENSITY du/ha	ESTIMATED NUMBER OF UNITS	%
BNG DEVELOPMENNT					
16	Future Residential Expansion Areas	120.6	20	2,411	8%
22	Sicelo Extensions	271.9	20	5,437	19%
24	Skansdam	168.5	20	3,369	12%
26	TOD at Meyerton Station	4.6	60	276	1%
27	TOD at Henley-on-Klip Station	80.7	60	4,844	17%
TOTAL BNG		**646.2**	**25**	**16,338**	**57%**
RESIDENTIAL EXPANSION AREA					
17	Golf Park Extensions	375.3	20	7,505	26%
INFILL AND REDEVELOPMENT					
12A, 12B	Daleside	193.3	12	2,319	8%
RESIDENTIAL ESTATE DEVELOPMENT					
28	Blue Saddle Ranches	498.6	1	499	2%
6	Eye of Africa	678.4	3	2,035	7%
TOTAL RESIDENTIAL ESTATE		**1176.9**	**2**	**2,534**	**9%**
TOTAL		**2391.7**	**12**	**28,696**	**100%**

Note: Existing number of dwelling units; approximately 10800

- The precincts earmarked for industrial development cover about 3562 hectares of land as reflected in **Table 4**, compared to the 1533 hectares of land which the Midrand corridor between Brakfontein and Buccleuch comprises of.

Table 4: R59 Corridor Industrial Development: A Comparison with Midrand Strip (Brakfontein to Buccleuch)

NUMBER ON MAP	LAND USE	MIDVAAL Area (ha)	Length (km)	MIDRAND STRIP Area (ha)	Length (km)
1,2,3	Industrial Townships in Process	468			
4,9,10,11,13	Future Industrial Expansion Areas East	890			
29-36	Future Industrial Expansion Areas West	1521			
20,25	Existing Industrial Areas	683			
TOTAL		**3562**	**19**	**1533**	**20**

7. IMPLEMENTATION STRATEGY, PROGRAMMES AND PROJECTS

The R59 development corridor consists of all the elements required for successful corridor development. The Development Framework and Guidelines are however not sufficient to unlock development potential and the existing energy in the area should be properly managed to ensure co-ordinated development. This requires attention to specific aspects as part of an implementation strategy for the corridor.

7.1 LEADERSHIP AND VISION

The Midvaal Municipality has taken the initiative in the formulation of a development framework and strategy for the development corridor and should also lead the way in the implementation of the development corridor.

The implementation of the Strategic Development Plan for the R59 development corridor needs to be a joint effort involving all the role players in the area. The business sector should also be involved, particularly organised business in the form of the Midvaal Business Chambers.

It is proposed that a Corridor Development Forum be established to drive the implementation of the Corridor Development Plan. The Forum should consist of at least the following role players:

- Midvaal Local Municipality;
- Midvaal Business Chambers;
- Land owners and other parties with a vested interest in the development; and
- Organised stakeholder groups representing the community.

The Forum should also be responsible for Performance Management. This is very important to determine the success of the marketing and implementation strategies. The implementation of the Guidelines proposed in the Strategic Development Plan should also be monitored. Monitoring of the development rate of properties in the nodes is required, in order to determine the timing of infrastructure upgrading process. The overall success of the development should be evaluated from time to time to determine whether the development strategy is effective.

The proposed Development Corridor should be included in the Integrated Development Plan of Midvaal and Sedibeng, to ensure that this initiative is fed through to provincial level. Support for the development should particularly be obtained from the following Provincial Departments for the aspects detailed below:

- Development Planning and Local Government – re-alignment of the Provincial Urban Edge to enable the approval of MIG applications for bulk infrastructure provision.
- Department of Agriculture, Conservation, Environment and Land Affairs – identification and funding for specific projects to promote the agricultural sector in the local economy. The opportunities highlighted in Section 4 of this document and the Local Economic Development Strategy should be explored with this Department.
- Department of Transport and Public Works – prioritisation of the upgrading of the Alberton/Vereeniging Road to K route standards.
- Department of Finance and Economic Development – identification and funding of specific projects to explore the opportunities associated with the Blue IQ projects located close to the corridor and other opportunities identified in Section 4 of this report and the Local Economic Development Strategy.

7.2 IMPLEMENTATION PROGRAMME

The proposed R59 Development Corridor stretches across a vast area and although infrastructure services are readily available, upgrading would be required to stimulate and attract extensive development. To give structure to the development of the corridor, two priority development nodes have been identified. In principle, development should be allowed to commence at these two nodes, while expenditure on infrastructure services should be programmed accordingly, due to financial limitations. This thus requires a phased approach towards the development of the corridor as previously discussed in chapter 6.

The following phasing and projects are proposed to give effect to the development of the corridor (also refer to **Figure 28**):

Short Term

- **Priority 1: Protect and strengthen the Meyerton Node**
  There is considerable public and private investment in this node, which should be protected. Existing businesses should be looked after, while infill development on vacant stands should be encouraged to make optimum use of existing infrastructure.

  There are various initiatives in this regard currently underway. The Midvaal Local Municipality is currently busy with a drive to liaise with local businesses to ensure that their needs are met and that their investment will be protected. The formulation of a number of plans to support this node is in process, particularly the CBD Revitalisation Project, Residential Development Plan and Golf Park Development Plan. The development of a specific Precinct Plan for this node is therefore not required, but rather integrated and dedicated management measures.

- **Priority 2: Promote Development of the Klipriver/Nampak/Everite Node**
  This node is situated at the gateway to the corridor and poses considerable development potential, in terms of its locality relative to the Johannesburg/Ekurhuleni complex. The development of this node will serve to launch the development corridor and should therefore be addressed at an early stage. The successful completion of the three projects currently underway in this area (Heineken, Graceview and Klipriver Industrial Park) is critical towards setting the standard, nature and character in terms of future developments along the corridor. These projects are thus flagship pilot projects towards the launching of the R59 Corridor initiative, and should be branded as such by the municipality.

  Hand in hand with this initiative goes the facilitation of the residential developments adjacent to the west of the Klipriver node.

Medium Term

In the medium term the focus of Council should then move towards the north- and southward expansion of the corridor from the two main nodes, and specifically focusing on the southern parts of the Klipriver node, the eastern section of the central part of the corridor, and the

residential and industrial developments towards the southern end of the study area (around Meyerton).

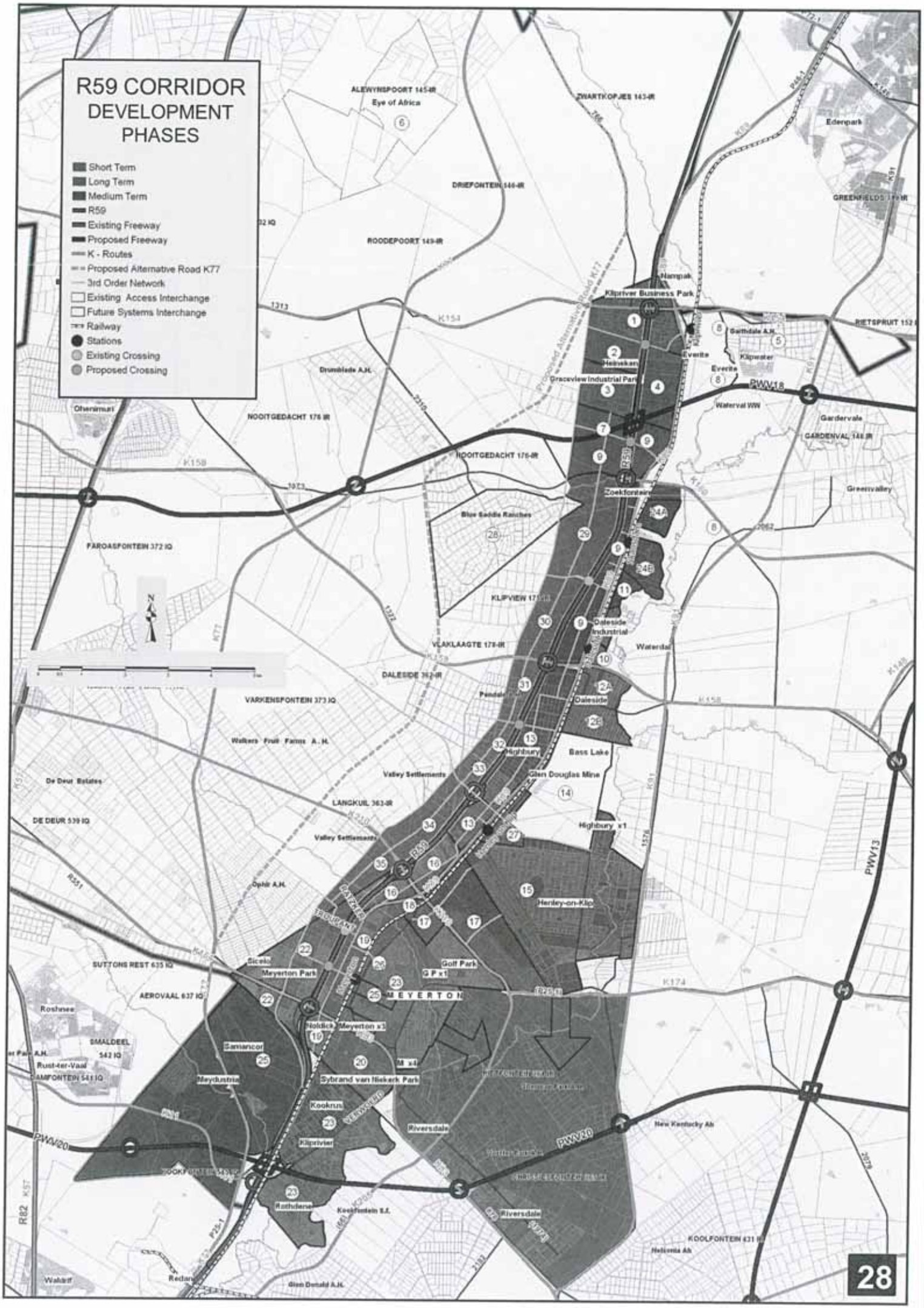
Longer Term

In the medium to longer term the focus should then move towards the full scale development of the western section of the corridor (see Figure 28), as well as the residential expansions towards the south-east.

7.3 PROPOSED PROJECTS

The table below summarises the proposed projects and estimated implementation cost from the implementation programme:

	PROPOSED PROJECT	TIME FRAME	BUDGET
1.	Relocation of informal settlements to Klipwater Ext. 1	18 months	Depending on the number of qualifying beneficiaries
2.	Monitoring of illegal settlements. Monitoring of invasion after relocations	Ongoing	Operational
3.	Enforcement of municipal by-laws in terms of building regulations and land use rights	Ongoing	Operational
4.	Revision of Town Planning Scheme to reflect changes	6 months	R800 000
5.	Service upgrading in Henley-on-Klip	6 months	±R1 500 000 (depending on Sectoral Plans)
6.	Service maintenance: Daleside/Witkop	Ongoing	R500 000 annually
7.	Establishment of Corridor Development Forum	Ongoing	R50 000 annually
8.	Branding and signage	3 months	R500 000
9.	Marketing brochure	1 month	Funded by sponsors (R15 000)
10.	Website development	1 month	R50 000
11.	Information Centre	Ongoing	R200 000 annually


R59 CORRIDOR DEVELOPMENT PHASES
Short Term
Long Term
Medium Term
R59
Existing Freeway
Proposed Freeway
K - Routes
Proposed Alternative Road K77
3rd Order Network
Existing Access Interchange
Future Systems Interchange
Railway
Stations
Existing Crossing
Proposed Crossing
ALEWYNSPOORT 145-IR
Eye of Africa
ZWARTKOPJES 143-IR
DRIEFONTEIN 146-IR
ROODEPOORT 149-IR
Klipriver Business Park
Graceview Industrial Park
Gardenval
Daleside Industrial
Daleside
Highbury
Bass Lake
Glen Douglas Mine
Henley-on-Klip
Golf Park
MEYERTON
Meyerton Park
Meyerton x1
Sybrand van Niekerk Park
Riversdale
Klipriver
Kookrus
Rothdene
Keerfontein S.E.
Glen Donald A.H.
Redan
Waldrif
Roshnee
SMALDEEL 542 IQ
Rust-ter-Vaal
AMPFONTEIN 541 IQ
SUTTONS REST 635 IQ
AEROVAAL 637 IQ
DE DEUR 539 IQ
LANGKUIL 363-IR
VARKENSFONTEIN 373 IQ
FARQUASFONTEIN 372 IQ
NOOITGEDACHT 176 IR
DALESIDE 362-IR
KLIPVIEW 177-IR
VLAKLAAGTE 178-IR
Ophir A.H.
Drumblade A.H.
Blue Saddle Ranches
Valley Settlements
Walkers Fruit Farms A.H.
De Deur Estates
Ederpark
GREENFIELDS 149-IR
RIETSPRUIT 152-IR
Gardervale
Greenvalley
Waterval WW
Zoekfontein
New Kentucky Ah
Helicona Ah
KOOLFONTEIN 431 IQ
PWV13
PWV18
PWV20
R59
R82
K77
28

ANNEXURE E

MIDVAAL NODAL POLICY

3.1 Community Facilities

Community facilities are a key component of nodal areas, as it provides basic community services to surrounding communities in key accessible locations. Thus, identifying the community facilities within Midvaal can provide some insight to its existing nodal structure. As depicted on Figure 2, Midvaal has a relatively extensive number of community facilities. Most of these facilities comprise schools serving the rural and urban populations of Midvaal. As such, these schools are not necessarily concentrated in nodal area.

The remaining community facilities, such as clinics, libraries and police stations, are concentred in nodal areas, most of which are located within the Meyerton CBD. The Meyerton CBD is the primary node within Midvaal. A small number of these community facilities are also located in other locations, such as the police station at Waterval, providing some anchoring facilities for nodal areas in these locations.

3.2 Transportation

Closely linked to nodal development is transportation, and in particular public transportation, because nodal areas require good access for its economic and social viability. Taking into account existing bus and taxi routes, as well as the existing commuter railway line running parallel to the R59 freeway, a potential or future Strategic Public Transportation Network (SPTN) can be identified. As depicted on Figure 3, such a network will most likely be aligned along the R550 (abutting the R59), which would link Vereeniging to Meyerton and Alberton, and one aligned along the R82, which links Meyerton to Evaton and the larger Sebokeng region. This possible SPTN network provides clue the strategically located nodal areas within Midvaal.

3.3 Nodal Structure

Based on the location of the community facilities and the possible future SPTN network, a strategic nodal structure can be identified within Midvaal. This nodal structure consists of three nodal types that are defined both in terms of hierarchy and function. A Central Business District is a primary node and functions as the core area of a municipal area. As depicted on Figure 4, the Midvaal CBD is the only node of this type. This node serves the entire Midvaal region.

Neighbourhood nodes can be considered secondary nodes and largely function as service areas to residential neighbourhoods located within the Urban Development Boundary, such as Henley-on Klip, Daleside and Golf Park. Rural nodes function largely as rural service centres to agricultural and agricultural holding areas within Midvaal, which are located outside the Urban Development Boundary. Walkerville and De Deur are examples of such nodes.

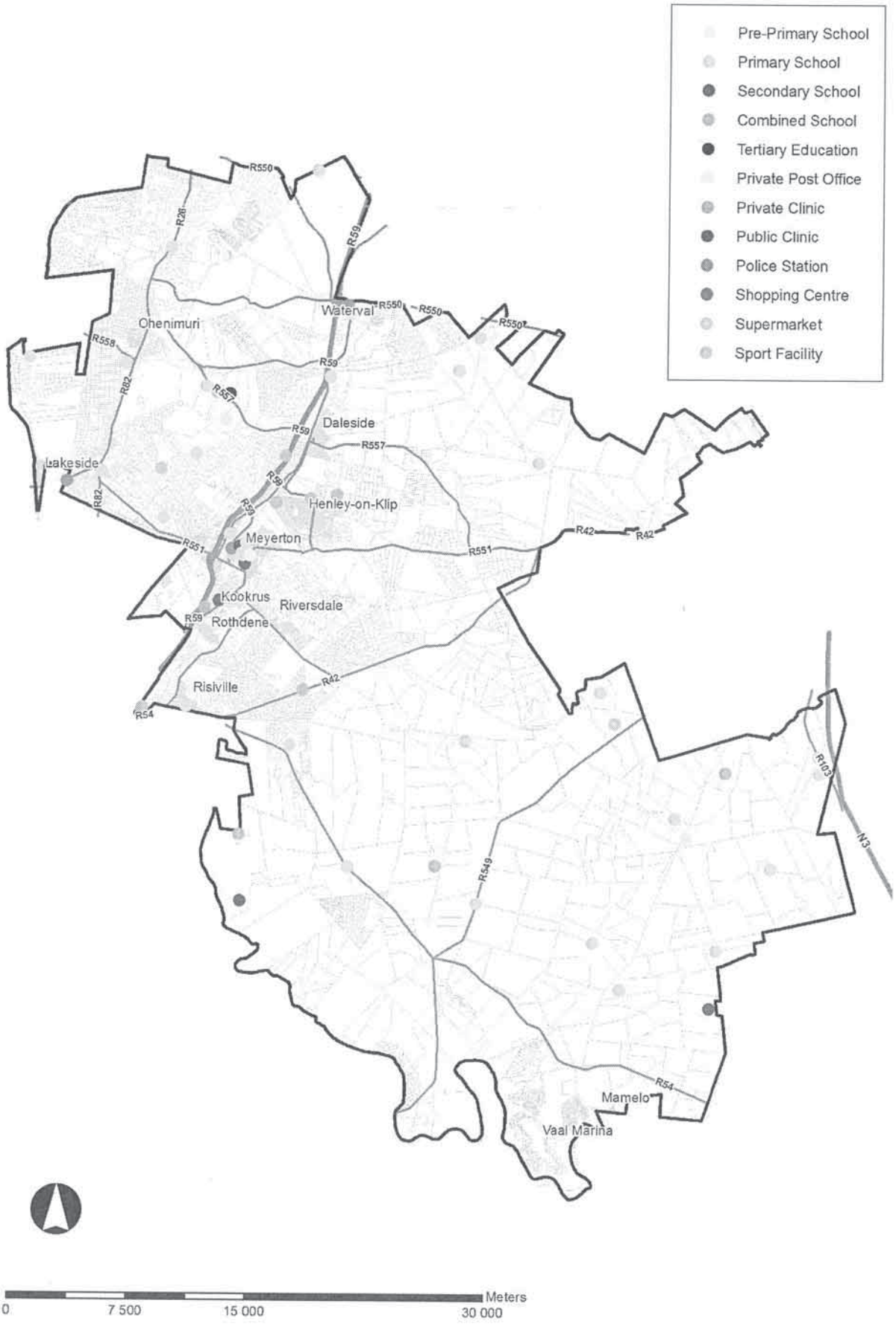


FIGURE 2
COMMUNITY FACILITIES

FIGURE 3
TRANSPORTATION NETWORK

FIGURE 4
NODAL STRUCTURE

3.4 Nodal Boundaries

Nodal boundaries have been demarcated for each of the Neighbourhood Nodes identified within Midvaal. Boundaries for the Rural Nodes located along the R82 are not defined due to access limitations along this road. Detail traffic impact studies are required for each non-residential rights application along this road access, which can only be done on a case-to-case basis. These demarcated nodal boundaries were demarcated using aerial photography and existing land use data, which are depicted on Figures 5 to 14. The following Neighbourhood Nodes were identified:

a. Meyerton Central Business District

The Meyerton Central Business District (CBD) is delineated on the Meyerton CBD Precinct Plan 2011. The Meyerton CBD and its existing retail floor area are discussed at length in the aforementioned plan. The Meyerton CBD Precinct Plan 2011 estimated the Meyerton CBD to contain approximately 48100 m^2 of retail space.

TABLE 1: EXISITNG NODES AND RETAIL FLOOR AREA

Node	Node Typology	Existing Retail (m^2)
Meyerton CBD[1)]	Central Business District	48100
Daleside	Neighbourhood	300
Gateway	Neighbourhood	0
Golf Park	Neighbourhood	2600
Kookrus	Neighbourhood	0
Riversdale	Neighbourhood	800
Rothdene (outside node)	Neighbourhood	1600
Sicelo	Neighbourhood	2000
Vaal Marina	Neighbourhood	600
Waterval	Neighbourhood	400
De Deur	Rural	3000
Henley-on-Klip	Rural	1400
Walkerville	Rural	3400
Total Floor Area		64200

Source: Urban Dynamics Gauteng, 2011
Note: [1)] See Meyerton CBD Precinct Plan 2011

b. Daleside Neighbourhood Node

The Daleside Neighbourhood Node is located on the bridge-intersection providing access across the railway line to the R59. The node currently comprises a number of residential-converted businesses that have made use of this accessible location. This node does not contain a retail centre, but is estimated to have approximately 300 m^2 of retail space. **It is important to note that this node is located on**

dolomite and a detailed geotechnical investigation will thus be required for any non-residential rights applied for within this nodal area.

c. Gateway Neighbourhood Node

The Gateway node is locates directly off the R59 freeway on the of Meyer Street off-ramp. Rights have been approved for a shopping centre on this site. In addition, a municipal-owner stand is located within this node that can in future be uses for a municipal facility, which would give this node a social component. Although a shopping centre is proposed for this node, the node does not currently have any retail space.

d. Golf Park Neighbourhood Node

The Golf Park Neighbourhood Node is an existing node developed that is part of the Golf Park residential development, which was clearly intended to serve this residential development. The node comprises an existing 2600m^2 retail centre. Higher-density housing units abut this nodal area.

e. Kookrus Neighbourhood Node

The Kookrus Neighbourhood Node is located on the existing Joos Williamson and Verwoerd intersection, which will in future the intersection of two K-routes This future high-profile intersection has already been secured by a neighbouring development, which intends to use it for a number of non-residential uses. Because the development has not yet been constructed, the Kookrus Neighbourhood Node does not currently contain any retail space.

f. Riversdale Neighbourhood Node

The Riversdale Neighbourhood Node is a poorly defined and developed node, comprising only a number of small businesses with large tracts of vacant land separating them. Although this node does not contain a retail centre, it is estimated to contain approximately 800 m^2 of retail space.

g. Rothdene Neighbourhood Node

The Rothdene Neighbourhood Node is a nodal situated on the intersection Verwoerd and Viljoen Avenue. It currently contains a filling station and the small supermarket. The aforementioned retail component is estimated to be approximately 1600m^2 in size.

FIGURE 5
DALESIDE NEIGHBOURHOOD NODE

FIGURE 6
GATEWAY NEIGHBOURHOOD NODE

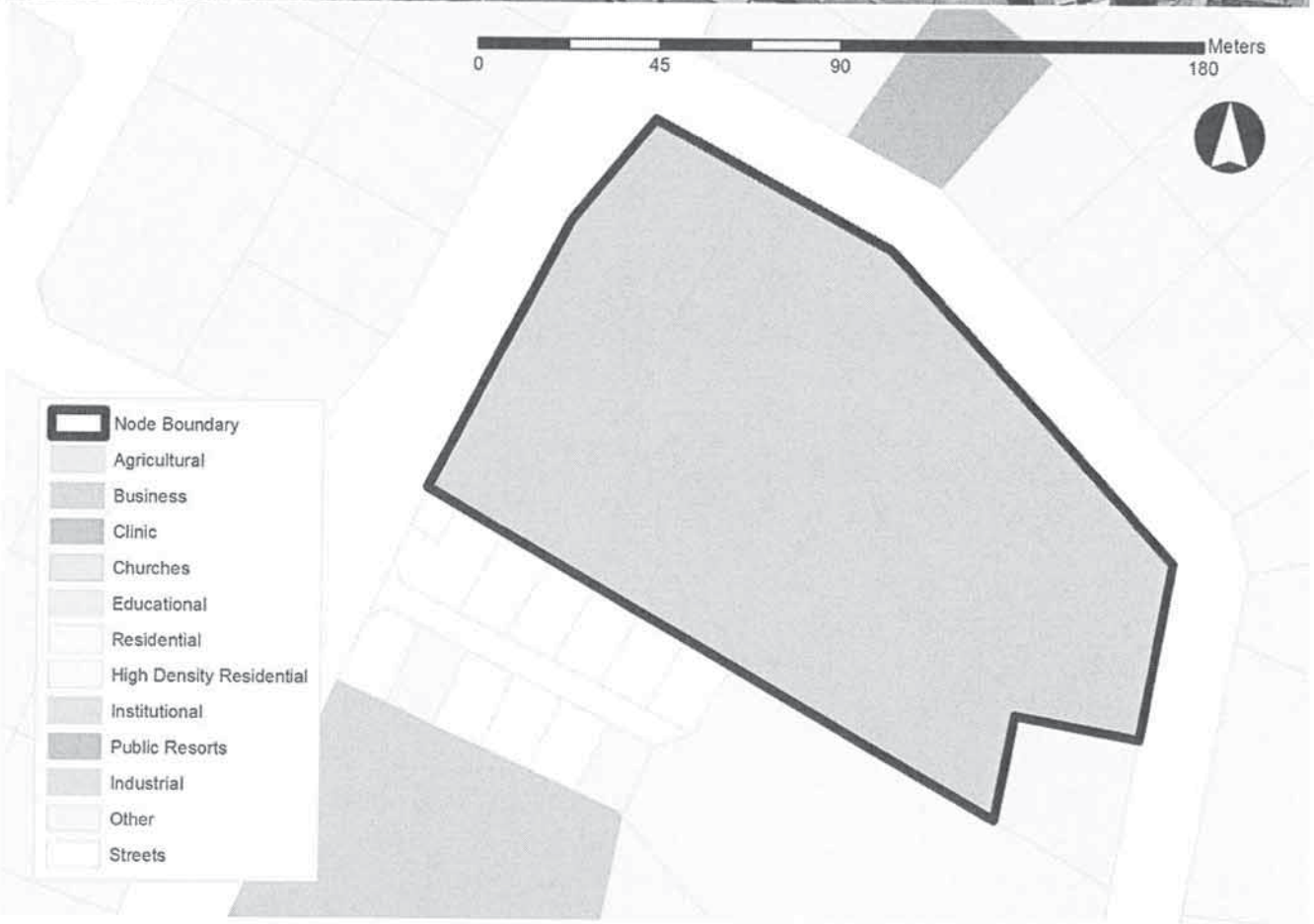


FIGURE 7
GOLF PARK NEIGHBOURHOOD NODE

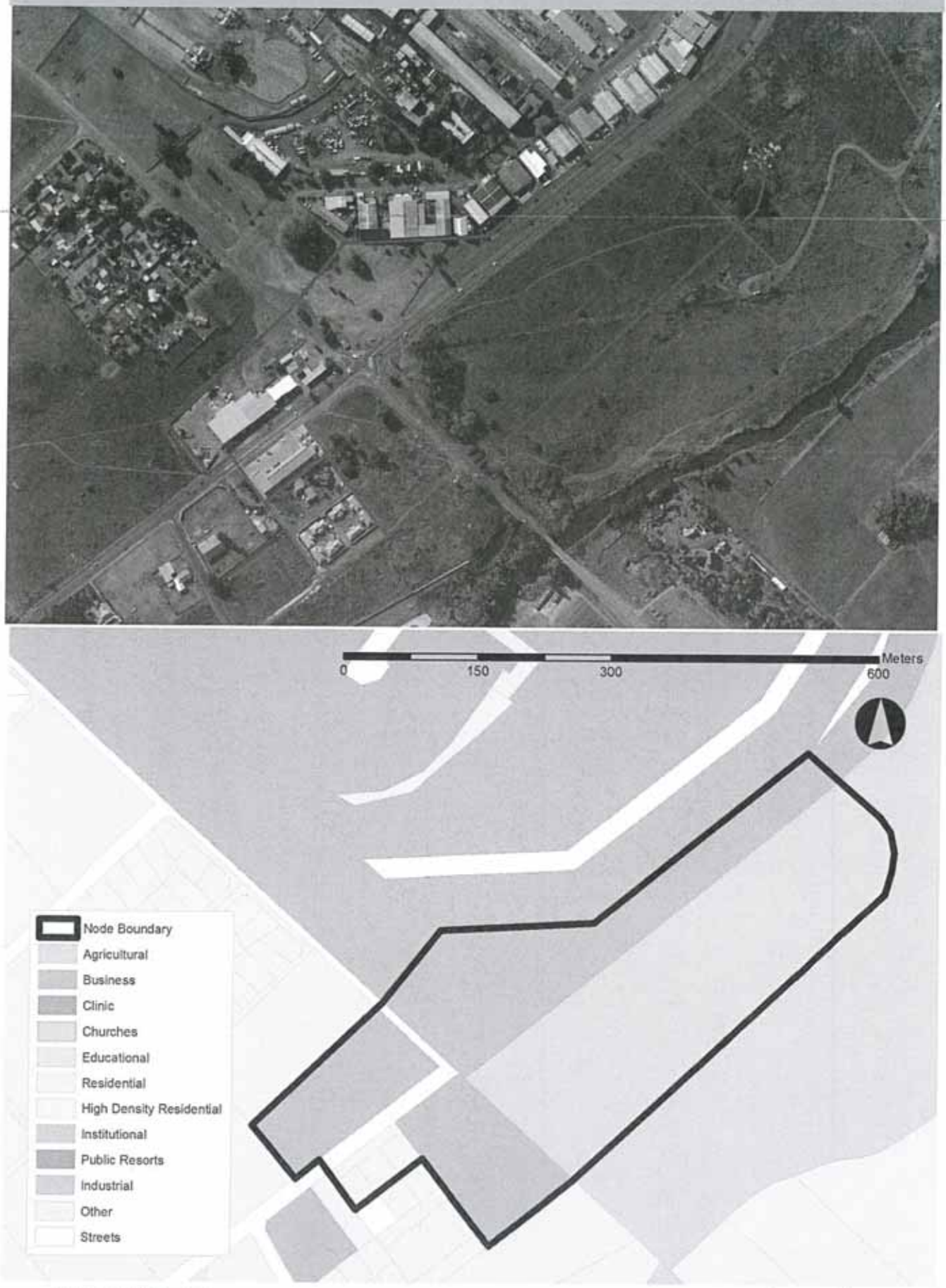


FIGURE 8
KOOKRUS NEIGHBOURHOOD NODE

FIGURE 9
RIVERSDALE NEIGHBOURHOOD NODE

FIGURE 10
ROTHDENE NEIGHBOURHOOD NODE

FIGURE 11
SICELO NEIGHBOURHOOD NODE

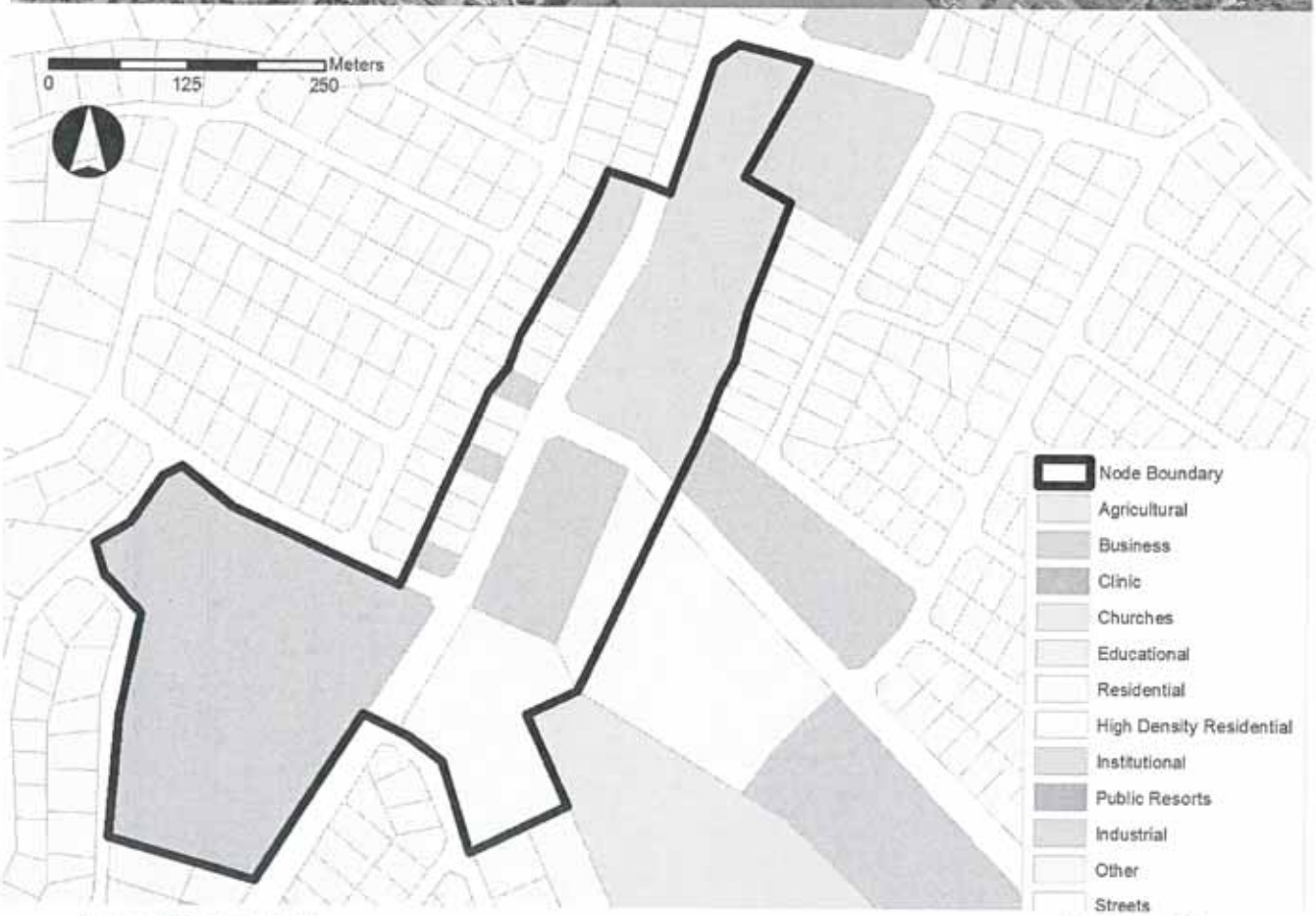


FIGURE 12
VAAL MARINA NEIGHBOURHOOD NODE

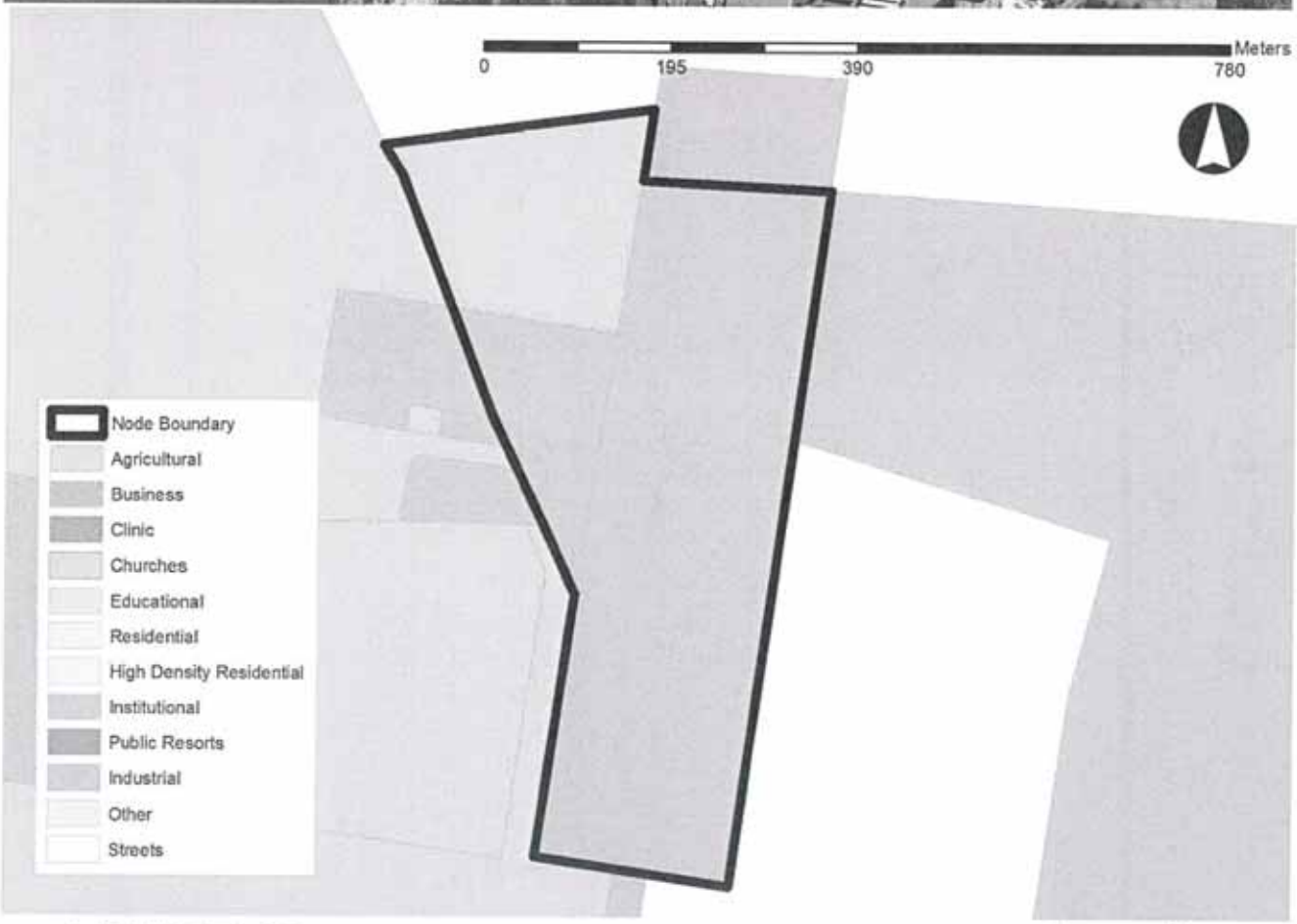


FIGURE 13
WATERVAL NEIGHBOURHOOD NODE

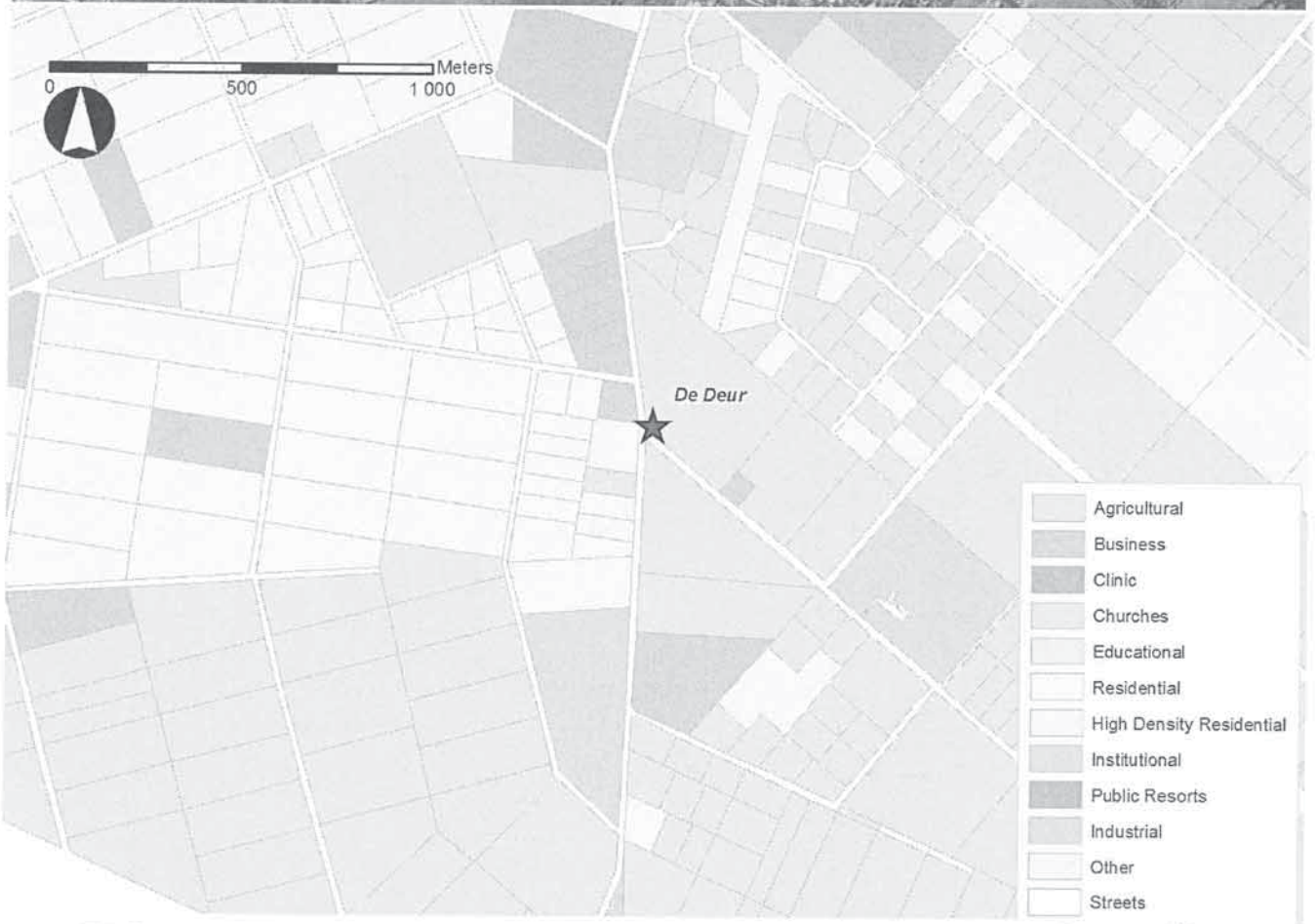
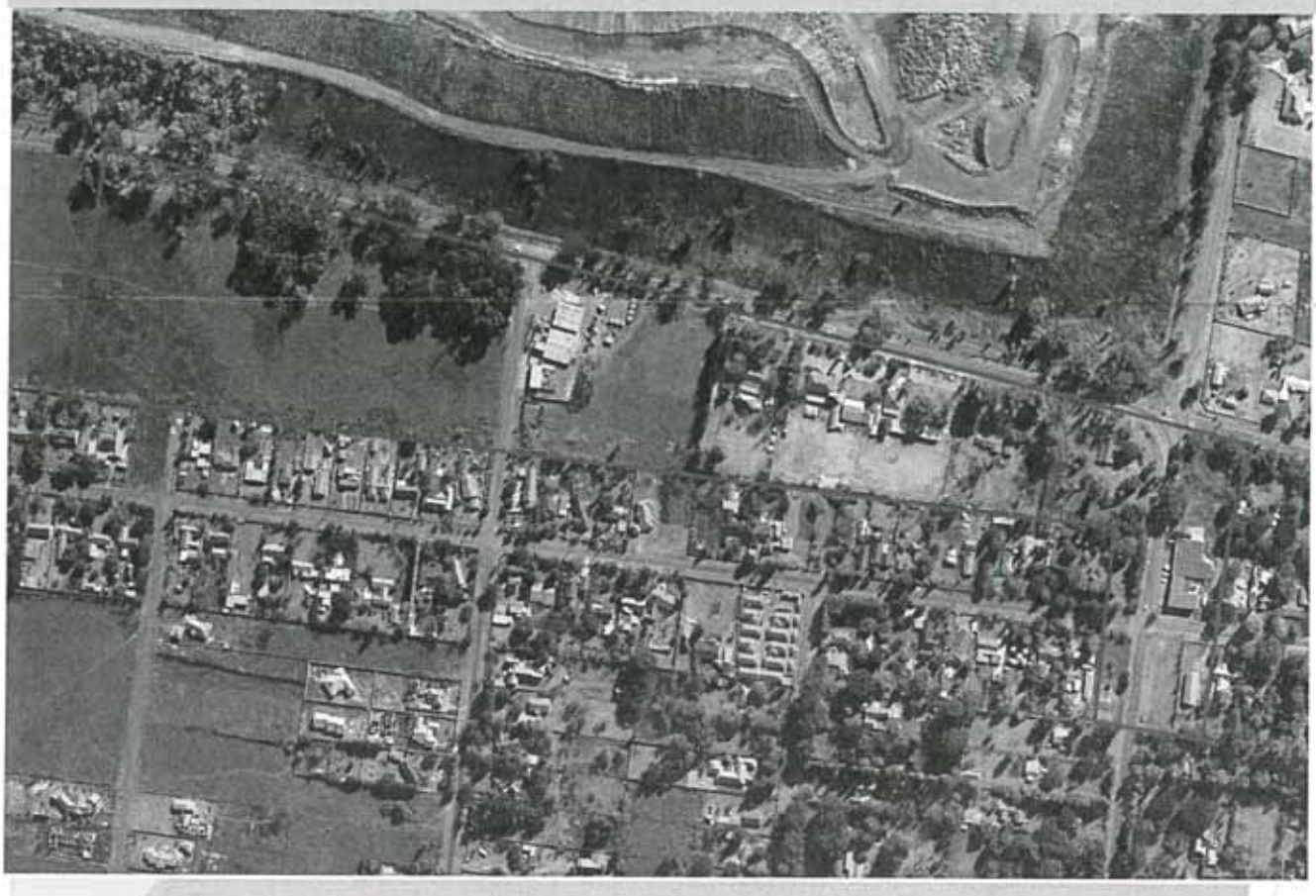


FIGURE 14
DE DEUR RURAL NODE



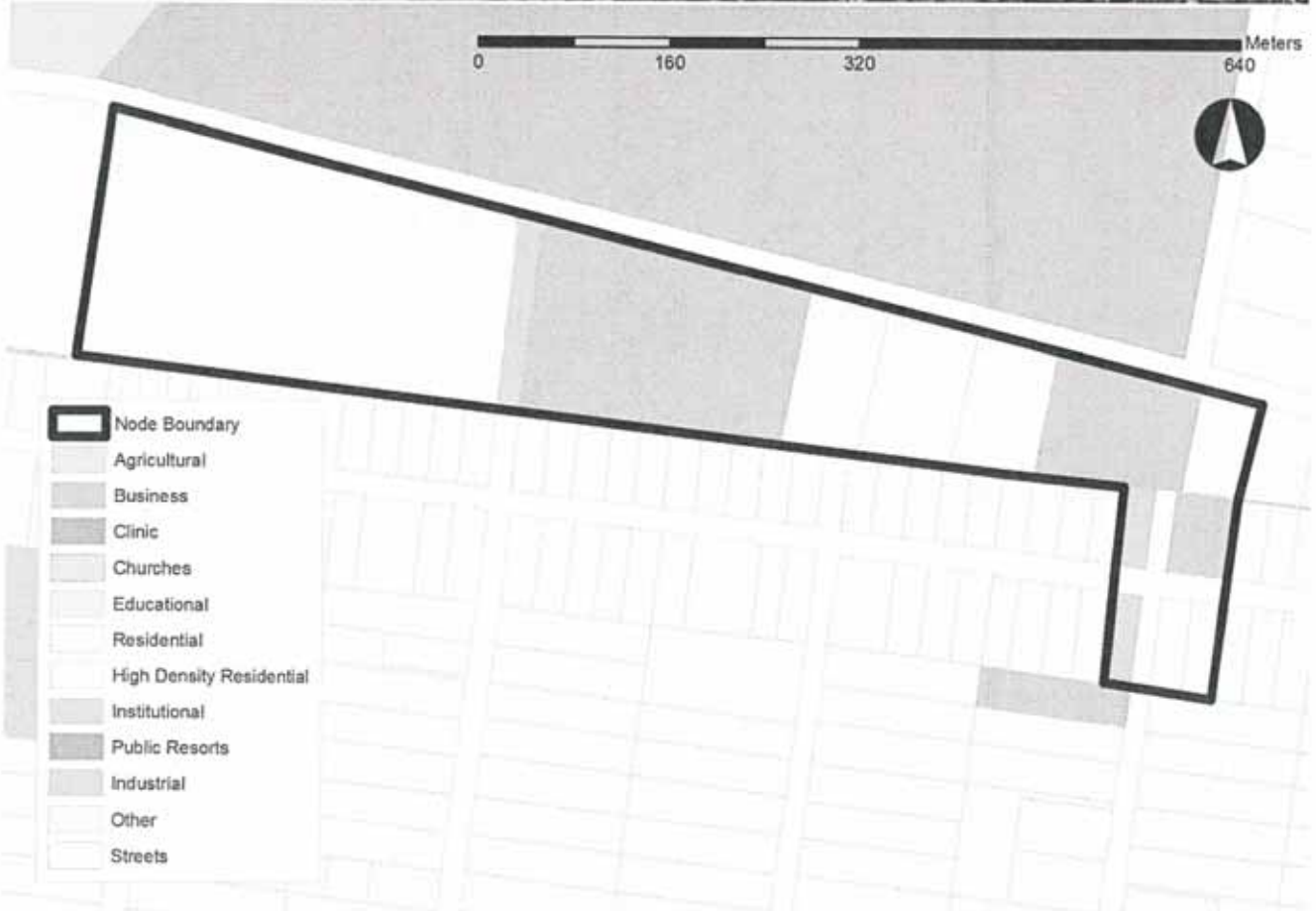


FIGURE 15
HENLEY-ON-KLIP RURAL NODE

FIGURE 16
WALKERVILLE RURAL NODE

h. Sicelo Neighbourhood Node

Currently, Sicelo does not contain a formally demarcated nodal area. However, a nodal are was identified in the Sicelo Precinct Plan[1], which is located on the K164. The K164 intersect within the R59 via an interchange, making the node high accessible. The node currently contains a small retail centre and an established industrial area.

i. Vaal Marina Neighbourhood Node

The Vaal Marina Neighbourhood Node is a poorly defined node consisting of a few businesses located near the water's edge, which largely serves a weekend-tourist market. More significant nodal uses include the community hall and police station. It was estimated that the Vaal Marina Neighbourhood Node contains retail component of approximately 600m^2 in size.

j. Waterval Neighbourhood Node

Currently, the Waterval Neighbourhood Node consists of nothing more than a local police station. However, it is located near a major R59 interchange and near the 'Heineken' industrial area developing around this intersection. Although classified as a Neighbourhood Node, this node does have the potential to become a Central Business District in future, located midway between the Alberton CBD and the Midvaal CBD. **A Precinct Plan has been drafted for the Waterval area, within which this proposed node is located, as part of the Midvaal SDF 2011.**

k. De Deur Rural Node

The De Deur Rural Node is centred on the intersection of the Old Vereeniging Road (R82) and Centre Road/ R551. Currently, this node comprises a number of industries, a convenience retail centre and municipal community facilities, which are also located in close proximity to this node. The existing retail floor area is estimated to be approximately 3000m^2 in size.

l. Henley-on Klip Rural Node

The Henley-on-Klip Rural Node has been developed incrementally; primarily comprising a filling station and small retail centre of 1400m^2. As opposed to the De Deur and Walkerville Rural Nodes, the Henley-on-Klip Rural Node has a demarcated boundary. This is primarily because the Henley-on-Klip Rural Node is not subject to the access restrictions of the R82, which the other Rural Nodes are subject to.

[1] Albonico Sacks and Megacity Architects and Urban Designers, 2010. Sicelo Precinct Plan. Midvaal Local Municipality.

m. Walkerville Rural Node

The Walkerville Rural Node consists of a retail centre and a number or rural-related businesses that are centred on the intersection of the Old Vereeniging Road (R82) and Nico Reiser Street/ 3rd Avenue. The mentioned retail centre is approximately 3400m^2 in size.

4. THEORETICAL PARAMETERS

4.1 Suitable Land Use

This section aims to set the land use parameters within which development may occur within a node. Land use categories that are suitable within nodes are defined and described. The recommended land use categories have been refined to better suit the objectives of nodal development within Midvaal and are described as follows.

a. Commercial

Commercial uses are intended to provide the goods and service needed by the residents surrounding nodal areas. The centre of the node is usually the commercially designated area and serves as the pedestrian core area. In this area, buildings face the street and a public plaza in this location usually contributes to a more vibrant business area. The pedestrian core area typically contains retail uses, such as grocery stores, restaurants, coffee shops, a video store, dry cleaners, beauty salon, etc. Radiating outward from the pedestrian core area are office uses, such as dental/medical, law offices, insurance and banking and travel agencies.

b. Mixed Use

The purpose of the higher-density mixed uses are to simultaneously promote compact housing and the flexibility to provide a limited amount of business uses within residential buildings located within nodal areas. Examples of such building types include live/work units, ground floor retail with residential flats above, horizontal mixed use development containing both commercial and residential buildings.

c. Higher-Density Residential

This land use designation is intended to provide relatively dense residential uses in the nodal areas. Such buildings will likely need to be three-to-four-story apartment buildings to meet the necessary density threshold for nodal areas. This land use designation can be applied in various ways, which can include infill housing or the redevelopment of existing properties.

ANNEXURE F

MIDVAAL DENSITY POLICY

8.3 Proposed Density

The approach to be followed in this Density Policy is to set a base density that can be applied across the entire municipal area, with criteria stating when higher density development would be acceptable. ***The base density applied in this Density Policy is 20 units per ha for all single residential areas and 25 units per ha for sectional title developments, for development located within the Urban Development Boundary presented in the Midvaal SDF 2001.*** Higher residential densities are provided on merit, such as the proximity of a site's location to community facilities, public open space or public transport stations. To an extent, this approach would allow densities to vary in different parts of the municipal area, thus encouraging a varied urban form.

8.3.1 Residential Densities inside UDB

This section sets out the criteria for residential densification within the Urban Development Boundary (UDB) of Midvaal.

a. Nodes

Nodal areas are the primary structuring element within urban areas and are usually areas where both private and public sector development is concentrated. Usually, nodes are associated with a mix of land uses and higher residential densities. Nodes usually accommodate a range of urban activities, including economic activities, services, entertainment and housing on a relatively intense scale.

The clustering of activities at higher densities within nodal areas achieve economic and infrastructure efficiency. At the same time, nodal areas need to be of a pedestrian scale, which allows walking as be to the primary means of moving around within the nodal areas. Thus, as a rule of thumb, nodes should be small enough to enable a pedestrian to walk from end to end, but not so small that economies of scale cannot be achieved. **Higher residential densities are a key means to achieving this balance within and around nodes, as is set out in the Midvaal Nodal Policy 2011.**

A residential density of 15 units per ha can be added to the base residential density of a residential development if the residential development is:

- located within 400m of a nodal area;
- the nodal area was identified as the core area of the **Central Business District** in the Nodal Policy and/ or SDF/ RSDF; and
- the nodal area is located within the Urban Development Boundary.

TABLE 2: PERMISSIBLE RESIDENTIAL DENSITIES WITHIN UDB

Category	Categories used as criteria for increased density	Maximum distance from facility	Number of units per ha to be added to base density
Base density is 20 units per ha and 25 units per ha for sectional title developments			
1	Node identified as the core area of the Central Business District in the Nodal Policy and/or SDF/RSDF	Within 400m	+15
	Node as identified as Neighbourhood Node in Nodal Policy and/or SDF/RSDF	Within 200m	+10
	Shopping facility that is not part of a node	Within 200m	+5
2	Transit stations (e.g. taxi rank, railway station, etc.) (TOD development)	Within 400m	+15
	Distributor road (Class 3 road)	Adjacent to	+15
	Collector road	Adjacent to	+5
3	Public open space	Adjacent to	+5
4	Social facility (school, clinic, library, sports facility etc)	Within 200m	+5
	Special town planning merits (e.g. Transition Zone)	As considered by PPM	+5

Source: Urban Dynamics Gauteng, 2011

Notes:

- Each application may use a specific category only once. The base density is not a primary right and has to be applied for in accordance with the standard procedures as approved by the Midvaal Local Municipality from time to time.
- In the existence of a Precinct Plan, such densities as stipulated in the Precinct Plan shall be applicable and shall prevail for the for those areas to which the relevant Precinct Plan applies
- PPM: Planners Permission Meeting

TABLE 3: PERMISSIBLE RESIDENTIAL DENSITIES OUTSIDE UDB

Area		Permissible density for single residential		Permissible density for sectional title	
Specific Areas	Henley-on-Klip	5 units/ha	1 unit/ 2000m²	10 units/ha	1 unit/ 2000 m²
	Highbury Ext 1	5 units/ha	1 unit/ 2000 m²	10 units/ha	1 unit/ 2000 m²
	Ohenimuri	20 units/ha	1 unit/ 500 m²	25 units/ha	1 unit/ 400 m²
	De Deur	1,26 units/ha	1 unit/ 7937 m²	1,26 units/ha	1 unit/ 7937 m²
Agricultural holdings and small holdings with piped water as supplied by MLM		1.16 units/ha	1 unit/ 8565 m²	1,16 units/ha	1 unit/ 8565 m²
Farm portions smaller than 20ha with piped water as supplied by MLM		1 unit/ha	1 unit/ 1ha	1 unit/ha	1 unit/ 1ha
Farm portions smaller than 20ha without piped water as supplied by MLM		0,2 units/ha	1 unit/ 5ha	0,2 units/ha	1 unit/ 5ha

Source: Urban Dynamics Gauteng, 2011

TABLE 4: PERMISSIBLE DENSITIES FOR NON-RESIDENTIAL AREAS

Area	Maximum FAR	Maximum Coverage	Maximum Height
Nodal areas			
Central Business District	1.8	60%	3 storeys
Neighbourhood node	0.8	40%	2 storeys
Rural node	0.4	40%	2 storeys
Commercial areas	0.6	40%	2 storeys
Industrial areas	0.6	40%	2 storeys

Source: Urban Dynamics Gauteng, 2011

Notes:

- Midvaal Local Municipality may at its discretion require an application for increase density to taper down the Coverage and FAR of a proposed development in order to achieve a suitable density interface between the Central Business District core area and neighbouring residential areas, as proposed in the Midvaal Nodal Policy 2011.

A residential density of 10 units per ha can be added to the base residential density of a residential development if the residential development is:

- located within 200m of a nodal area;
- the nodal area was identified as a **Neighbourhood Node** in the Nodal Policy and/ or SDF/ RSDF; and
- the nodal area is located within the Urban Development Boundary.

b. Shopping centres

In modern-day urban areas that are vehicle-oriented, stand-alone shopping centres often function as nodal areas in themselves. Such shopping centres usually accommodate a range of business activities including retail, services and entertainment activities. Despite the fact that such shopping centres are typically inward-facing and therefore do not integrate well with neighbouring residential areas, the existence of the shopping centres need to be acknowledged. Amongst others, this involves creating higher residential densities near shopping centres to place people closer and within walking distances of such shopping centres.

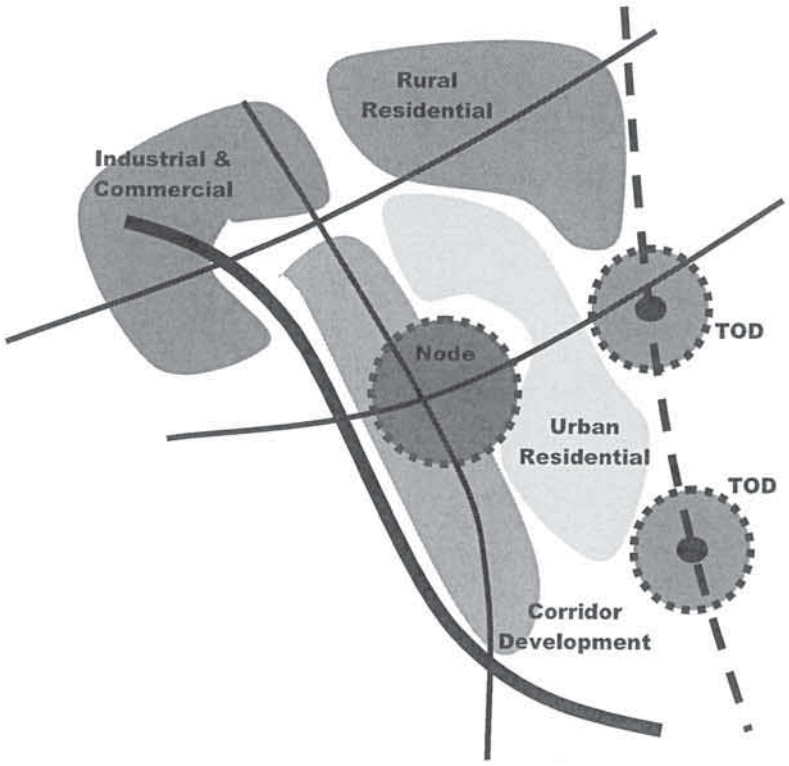


DIAGRAM 3: DENSIFICATION AREAS

A residential density of 5 units per ha can be added to the base residential density of a residential development if the residential development is:

- located within 200 of a shopping centre; and
- the shopping centre is located within the Urban Development Boundary.

c. Transit stations

Residential densification must be encouraged along public transportation routes to allow the viable operation of public transportation systems. Higher residential densities should especially be encouraged within close proximity of public transport stations to locate commuters within walking distance of such transport facilities. Intensified development around public transit stations is known and Transit Oriented Development or TOD. TOD tends to induce higher pedestrian volumes within walking distance of a transport facility, thus contributing to the viability of the public transportation network as whole.

The only fixed-line public transportation system operating within Midvaal is the commuter rail line running parallel to the R59 freeway. This commuter rail line has a number of stations that can become the focal points of Transit Oriented Development. Residential densification should be encouraged around railway stations, with the highest residential densities concentrated adjacent to a commuter railway station. Bus and taxi ranks can also be considered public transportation stations around which TOD development and residential densification can take place.

A residential density of 10 units per ha can be added to the base residential density of a residential development if the residential development is:

- located within 400m of commuter railway station, bus rank or taxi rank, or similar public transportation facility; and
- the public transportation station is located within the Urban Development Boundary.

d. Development corridors

A development corridor refers to high activity areas that are located along major road transportation routes, such as a distributor roads or collector roads. Development corridors usually carry relatively high traffic volumes, which promotes the development of land use activity along these corridors. This usually leads to a high demand for residential, office and retail space along such corridors. Typical housing typologies that are often found within development corridors are townhouses, duplexes and walk-ups.

It is important to link development corridors to the road hierarchy. Typically, as in the case in Midvaal, the road network consists of roads functioning on 4 levels (see Diagram below). The first level contains freeways, consisting of national freeways and provincial PWV roads.

These roads provide regional access, connecting an area to neighbouring cities and towns. The second level comprises distributor roads or K-routes, which aim to provide better intra-urban access between suburbs and activity areas. The third level comprises collector roads. These roads connect residential areas to the mentioned distributor road network. On the fourth level, internal streets provide direct access to land uses and link these land uses to the mentioned collector roads.

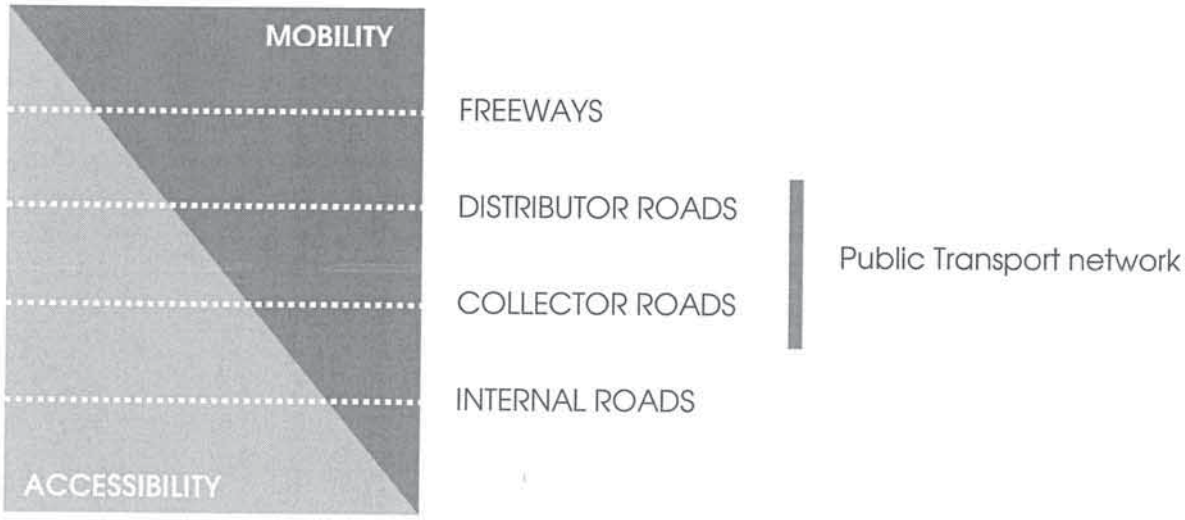


DIAGRAM 5: MOBILITY-ACCESSIBILITY RATIO

In essence, freeways and distributor roads are highly mobile and therefore aim to connect people over large distances to activity areas and neighbouring settlements. Collector roads and internal streets provide good accessibility and therefore aim to connect people and land uses to the more mobile roads. Road-based public transportation systems (taxis and busses) mostly use distributor roads and collector roads, as these provide an efficient balance between mobility and land use accessibility, thus making them good locations for residential densification and corridor development.

A residential density of 15 units per ha can be added to the base residential density of a residential development if the residential development is:

- located adjacent to a distributor road; and
- the distributor road is located within the Urban Development Boundary.

A residential density of 5 units per ha can be added to the base residential density of a residential development if the residential development is:

- located adjacent to a collector road;
- the collector road is located within the Urban Development Boundary.

It is important to note that the concentration of higher density development along distributor and collector roads, instead of scattering this development along a large number of routes, will increase the feasibility of developing bus routes along these routes in future, should development within Midvaal reach the necessary thresholds. To this end, it is necessary that distributor and collector roads be identified that are suitable to function as public transport routes in future. These public transport routes must be identified proactively and strategic plans must be prepared for these public transport corridors in advance.

e. Social Amenities

Walking-distance access to community facilities, such as clinics, schools and public parks, is a fundamental requirement of sustainable urban development. To encourage the above, it is necessary to allow residential densification near community facilities, because this will increase the number of people living within walking distance of such facilities.

A residential density of 5 units per ha can be added to the base residential density of a residential development if the residential development is:

- located adjacent to an public open space; or
- located within 200m of a community facility, such as a school, clinic, library or sports facility, and
- the public open space and community facility is located within the Urban Development Boundary.

8.3.2 Residential Densities outside UDB

This section sets out the criteria for residential densification located outside the Urban Development Boundary or UDB of Midvaal.

a. Specific areas

Permissible densities for single residential and sectional title have been set for 4 existing residential areas within Midvaal. These residential areas are:

- Henley-on-Klip
- Highbury Ext 1
- Ohenimuri
- De Deur

The residential densities applicable to these areas are set out in the Table 3. Henley-on-Klip and Highbury Ext 1 has a maximum single residential density of 5 units/ha and a maximum sectional title density of 10 units/ha. Ohenimuri has a maximum single residential density and

a maximum sectional title density of 20 units/ha. De Deur has a maximum single residential density and a maximum sectional title density of 1,26 units/ha.

b. Agricultural holdings and small holdings

In rural residential areas, such as agricultural holdings and small holdings, residential densities need to be much lower than those in the urban areas, partly because of the limited capacity of rural roads and municipal services infrastructure to cater for densification. In many cases there is also the need to limit densification in order to protect the rural environment from urban encroachment and to provide a rural lifestyle for those families who wish to adopt such a lifestyle. Typically, agricultural holdings and small holdings have residential densities within the 1 to 0.4 units per ha range.

The subdivision of an agricultural holding and small holding to a maximum density of 1,16 units per ha or 1 unit per 8565m^2 will be permitted, subject to the following conditions:

- The owner can prove to have adequate water supply;
- that the subdivision will not pose any pollution problems related to sanitation,
- that the road infrastructure can handle the resulting increased traffic volumes, and
- that the relevant farm portion is not located on high-potential agricultural soils.

c. Farm portions

The primary aim of farm portions is for intensive and extensive commercial farming purposes to ensure national food security. Applying appropriate residential densities is key to maintaining this overarching function. Conventionally, 20 hectares is considered the minimum farm portion size that allows commercially viable farming practices. It is therefore not desirable to subdivide farm portions larger than 20 hectares in size. The subdivision of farm portions smaller than 20 hectares is justified in certain cases.

The subdivision of a farm portion smaller that 20 hectares to a farm portion with maximum densities of 1 unit per hectare is subject to the following conditions:

- Piped water is provided by the Midvaal Local Municipality;
- that the subdivision will not pose any pollution problems related to sanitation,
- that the road infrastructure can handle the resulting increased traffic volumes, and
- that the relevant farm portion is not located on high-potential agricultural soils.

The subdivision of a farm portion smaller than 20 hectares to a farm portion with a maximum density of 0.2 units per hectare or 1 unit per 5ha is subject to the following conditions:

- The owner can prove to have adequate water supply from local sources, such as boreholes;
- that the subdivision will not pose any pollution problems related to sanitation,
- that the road infrastructure can handle the resulting increased traffic volumes; and
- that the relevant farm portion is not located on high-potential agricultural soils.

8.3.3 Non-Residential Densities

This section sets out the criteria for non-residential densification located within the Urban Development Boundary or UDB of Midvaal.

a. Nodes

Typically, nodes are associated with a mix of land uses and developed at relatively high densities, because space is at a premium within nodal areas. Nodes usually accommodate a range of urban activities including retail centres, office buildings and apartment blocks.

The clustering of activities at higher densities within nodal areas achieve economic and infrastructure efficiency and should therefore be promoted. Densification is a key means to achieving this and it logically requires the sensible application of density within nodal areas, which must adhere to the following criteria:

- In a Central Business District, a maximum non-residential FAR of 1.8 at 60% coverage is allowed.
- In a Neighbourhood node a maximum FAR of 0.8 at 40% coverage is allowed.
- In a Rural node a maximum FAR of 0.4 at 40% coverage is allowed.
- The densities are only allocated to properties located within the nodal boundaries delineated in the Midvaal Nodal Policy of 2011 or the Midvaal SDF/RSDFs of 2011.

b. Commercial and Industrial

Commercial areas provide space for commercial and light industrial activities, such as distribution centres, storage, wholesale and warehousing, and industrial areas provide space for heavy and noxious industrial activities. In Midvaal:

- commercial areas are allowed a maximum FAR of 0.6 at 40% coverage;

- industrial areas are allowed a maximum FAR of 0.6 at 40% coverage; subject to
- the commercial and/ or industrial area being located within the Urban Development Boundary.

In addition, stringent development controls must be implemented within commercial and industrial areas to ensure an acceptable interface between these commercial and industrial areas and neighbouring residential areas. Logically, this requires the sensible application of density within commercial and industrial areas.

8.4 Controls and Safeguards

As was mention previously, densification should occur in areas where municipal services infrastructure capacity is available, densification must occur within acceptable environmental limits, and densification must aim to increase commuter intensity near public transport stations. To achieve this, densification criteria have been proposed in the previous section of this report. However, these criteria are largely quantitative and thus pose the risk of not being able to address the qualitative aspects of densification. To address this, the following controls and safeguards are proposed to supplements the densification criteria proposed.

8.4.1 General Safeguards

The following general safeguards should be taken into account when assessing applications for higher residential and non-residential densities:

- Higher densities should be considered for all stand sizes, but is usually more appropriate for larger stands.
- Proximity to nodal areas and existing or planned public transport routes are appropriate for higher densities.
- The quality of the architectural design must be paramount when allowing higher densities.
- All development proposals on large stands should be encouraged to have a variety of dwelling types.
- Stands earmarked for higher residential densities should have access to a range of community facilities, shopping facilities and employment opportunities.
- Detailed landscape proposals should be included in all applications for higher-density developments.
- The provision of pedestrian linkages between higher-density developments and to open spaces and community facilities should be required.
- Levels of privacy should be maintained and this has to do with the relationship of buildings to one another, potential overlooking, and the use of screening.

- Proposals for traffic calming should form part of a densification application to ensure the safety of the increased pedestrian numbers that are a result of the densification.

8.4.2 Overlooking and Overshadowing

Overlooking and overshadowing is critical issues related to higher residential densities. It is essential that residential dwellings are not subject to undue observation by neighbouring dwellings and that no undue loss of sunlight is caused by overshadowing from adjoining, higher buildings. This applies to all dwellings, whether they are located in new or established residential area.

- Overlooking: With the evolution of more innovative residential layouts and the incorporation of a wider variety of dwelling types, standards regarding overlooking may have to be used flexibly. Flexibility must be employed in the assessment of the overlooking aspects in residential design. However, this flexibility must not be abused.
- Overshadowing: Overshadowing will generally only cause problems where buildings of significant height are involved or where new buildings are located close to adjoining buildings. As a result, buildings that are significantly higher than neighbouring developments may be inappropriate for such a location and can on such grounds be refuted. Higher buildings may be appropriate close to a public open space or in a nodal area.

8.4.3 Public Open Space

Public open space is a key element in defining the quality of a residential and nodal environment. The achievement of higher residential and non-residential densities must therefore be coupled with the provision of public open space. Emphasis should be placed on the quality of open space to be provided. The objective should be to create well designed open spaces that are accessible higher-density housing development within residential areas and non-residential buildings within nodal areas.

9. CONDITIONS FOR SECOND DWELLING UNIT

This section describes the policy for 'dual occupancy' or 'a second dwelling unit', which is the use of a single residential stand for the purpose of two dwelling units. Dual occupancy essentially allows for the densification of an urban area, but can also be allied to rural residential areas, such as small holdings.

Midvaal has the potential for the increased occupancy of residential areas, largely due to the large residential stand sizes that exist within Midvaal. Due to these large stand sizes, residents within Midvaal do not have many

opportunities to move into smaller dwelling units in the same neighbourhood if the need arises. Allowing second dwellings to be established on existing properties would be responding to the need to:

- increase the supply of rental accommodation within residential areas;
- provide a wider housing choice in terms of type and location;
- encourage the better use of existing open space, services and municipal services; and
- provide more housing opportunities for special housing groups, such as the aged.

Normally, addressing the above would involve the demolition of existing housing stock before new, higher-density housing stock can be constructed. Dual occupancy would allow for a more intensive use of buildings and stands without requiring the demolition of existing housing units. Encouraging dual occupancy in the residential areas of Midvaal will inevitably provide additional housing units in these residential neighbourhoods that are smaller in size, thus also diversifying the range of housing sizes provided within these residential areas.

However, densification through dual occupancy must be subject to the availability of the necessary community facilities, municipal services and open space to serve the increased population numbers. Without the proper control, the impact of second dwelling units on existing residential areas could lead to reduced residential amenity. In response to this concern, this policy outlines the conditions which are intended to control the development of second dwelling units.

Generally, it is intended that any development under this policy would conform to the single family dwelling house character of a residential area and that reasonable levels of amenity would be retained. It is also the intention of this policy that a dual occupancy development remains on the original stand and that such a development is not separately titled. This is because:

- Single titles will assist in the maintenance of the character of a residential area
- Single titles will encourage the provision of rental accommodation
- A separate title would encourage the different treatment of the two dwellings in design terms
- Future redevelopment of the area may require land assembly and this would be impeded by unnecessary stand fragmentation.

9.1 General Conditions

A second dwelling unit can be defined as follows:

> 'A second dwelling unit is a secondary and separate residential unit containing bedrooms, a kitchen, and bathroom facilities, located on a residentially zoned stand that contains a single-family residence as a

primary use. The second dwelling unit can either be attached or detached from the existing dwelling unit located on the stand'.

The objectives of this policy on dual occupancy are:

- To supplement the existing supply of housing, particularly rental accommodation
- To encourage better use of existing municipal services and facilities in established residential areas
- To encourage a greater variety of housing typologies
- To enable existing residents to remain in their current neighbourhood in housing more suited to their needs if their needs change
- To ensure that conversions to dual occupancy do not produce undesirable planning, environmental or other consequences in residential areas.

This policy applies to all detached housing stands within Midvaal with a minimum stand area of 750 m². However, the size of the stand is not on its own sufficient reason to approve a second dwelling. In some cases a stand may not be suitable to accommodate an additional dwelling unit because of its unusual shape, its exposed boundaries, its topography, geotechnical conditions, etc. Thus, applications for dual occupancy must be assessed on individual merit to determine whether the policy should be applied. The policy allows for:

- The development of an additional dwelling on a stand
- The conversion of an existing dwelling into two dwellings
- The demolition of an existing dwelling and its replacement by two dwellings

The additional dwelling may be either detached from the original dwelling or attached to it. In most cases, an attached additional dwelling would provide a more attractive and effective solution for small stands. Where the additional dwelling is detached, sensitive integration of the two dwellings will be required.

9.2 Specific Conditions

In assessing applications for the development of a second dwelling on a stand, several circumstances in relation to each individual case and its merits need to be taken into account. These must include:

- Whether the proposal would be consistent with the general planning and development intentions for the area concerned, and specific policy plans and development plans for areas where these have been prepared
- The effect that the proposed development may have on the social amenities of the relevant neighbourhood
- Whether the proposed development could be accommodated within the existing municipal services capacity of the neighbourhood

- Whether the traffic likely to be generated by the proposed development could be accommodated adequately on the road network and whether adequate provision is made for parking
- Whether the proposed development would adversely affect conservation areas or the natural environment.

Based on the above, the following specific condition are set for the approval of a second dwelling unit:

a. Setbacks and interface

Minimum setbacks will be required and determined on the basis of the existing setbacks for the existing detached house. However, greater setbacks may be required in some cases in order to ensure that neighbouring interfacing dwellings are private and retain sufficient daylight.

Applicants for second dwelling units must be required to show what impact building or demolition proposals will have on adjacent properties. In particular, vehicle access and parking areas will need to be related to adjacent developments.

b. Community involvement

Prior to consideration of an application for dual occupancy, neighbours will need to have been informed of the proposal. Neighbours for this purpose are considered having a mutual boundary with the subject stand. Where comments are received from neighbours, these comments must be used to determine whether or not the conditions (set out in this policy) for the development of a second dwelling unit are satisfied and to establish conditions of approval so that the intentions of the policy regarding dual occupancy can be met. **The invitation to comment must apply to the design and positioning of buildings and <u>not</u> to the applicant's opportunity to develop an additional dwelling.**

c. Architectural character

The character of a residential neighbourhood is made up of the architectural design of the houses and the landscape setting. The addition of an extra dwelling unit will need to be assessed in relation to the neighbourhood character, in particular the existing house on the stand. Development of a second dwelling must be harmonious in scale, materials, form and character with the existing detached house on the site and with other dwellings in the neighbourhood, if the other dwellings in the neighbourhood are of a particular and unified architectural character. If a contrasting architectural style is proposed, which contrasts the style of the original buildings (e.g. old versus new), this needs to be done by **a competent architect who understands the use of contrast to enhance overall building design and appearance.**

d. Building height

The impact of an additional dwelling unit may be most apparent in the addition of an extra storey. It is therefore considered important to limit building height to the conditions that neighbours could have expected under the existing design and positioning conditions of the title deed of the stand in question. **The maximum height, where an additional dwelling is to be attached to an existing detached house, shall be two storeys.** Where an additional dwelling is to be detached from the existing house, single storey development is preferred.

e. Parking

Vehicle parking spaces are required to be provided at the rates depicted by the Table below. The construction of a carport or garage must comply with the design and positioning conditions of the title deed of the stand in question. Car parking spaces are to be located behind the minimum building line and at least two spaces are to have unimpeded access.

TABLE 5: PARKING REQUREMENTS OF SECOND DWELLING UNITS

Combined number of bedrooms	On-site parking spaces
3 or less	2
4 or 5	3
6 or more	4

Source: Urban Dynamics Gauteng, 2011

Unless parking is controlled it will have an adverse impact on the existing residential character of a residential area. It will therefore be a condition of approval that the area in front of the house is landscaped and not simply converted into a 'car park'.

f. Landscaping

The quality of a residential environment is largely determined by the street landscape (e.g. tree-lined streets), which is reinforced by the front gardens of residential properties. It is essential that in the application for a second dwelling unit, the area between the building and the front property boundary does not deteriorate. Deterioration could occur through the introduction of an additional vehicular access, parking in front of the building or through a lack of significant planting.

Applicants for a second dwelling unit should be encouraged to take access from a single driveway, in the interests of preserving the existing streetscape. Existing street trees are to be retained where possible, especially existing mature trees on the stand. In order to achieve this, the Council can require the submission of an acceptable landscape design. Screening by using landscaping may be required to prevent overlooking of neighbouring property.

g. Garden

Each second dwelling unit must have access to at least 50m2 of useable garden to provide a private outdoor living area. Useable garden space must have a minimum dimension of 3m. Screening by landscaping or walls may be required to prevent overlooking and ensure privacy of each dwelling and its garden area. In exceptional circumstances, joint use of garden space may be permitted.

h. Municipal services

The requirements of Midvaal for access to municipal services capacity must apply. The cost of any augmentation of municipal services infrastructure and the cost of service connections will be borne by the applicant for a second dwelling unit.

10. DENSIFICATION MANAGEMENT

The administrative context for the management of residential density in Midvaal must be based on statutory powers, as well as on administrative measures. This policy provides the statutory powers, which explicitly sets density criteria and provides for its enforcement. The administrative measures can include a range of incentives and disincentives to encourage densification in a spatially desirable manner.

10.1 Incentives and Disincentives

It is imperative that higher densities be sought throughout Midvaal in strategic locations to ensure a more sustainable urban structure, but also to ensure that Midvaal can accommodate future population growth rates within the municipal area. To this end, residents and developers should be encouraged to develop at higher densities within Midvaal. The following incentivises and disincentives[4] that encourage higher density development can be considered:

a. Incentives

- Bulk service contribution reductions can be provided for development application that aims to densify a property in a suitable area and complies with the densification criteria.
- Special provisions can be made by Midvaal for the fast-tracking of land-use applications that aims to densify a property in a suitable area and complies with the densification criteria.

[4] University of Pretoria, 2005. City of Tshwane: Compaction and Densification Strategy. City of Tshwane.

- Special municipal rates or property taxes can be used to stimulate the development of properties in suitable areas and comply with the densification criteria.

b. Disincentives

- Midvaal could place a moratorium on the approval of higher-density land use rights in areas that are unsuitable for higher urban densities. Such a moratorium could be taken up in the IDP and Spatial Development Framework and given effect through the Land Use Management System.
- Parking control can be used to encourage the use of public transport and the development of higher densities near public transportation routes.
- Suspending infrastructure provision in peripheral areas can be used as an urban containment measure that functions in a similar manner than the Urban Development Boundary does, thus forcing developers to invest inward rather than outward.

10.2 Direct Public Investment

In order to achieve an urban environment that is conducive to densification, Midvaal will have to invest in aspects such as:

- the provision of community facilities and open space in areas earmarked for higher densities
- the provision of an efficient, high-quality public transport network over the long run to coincide with the urbanization of Midvaal
- the provision of municipal services infrastructure to support higher densities

Investment by Midvaal as set out above is essential to provide the appropriate environment for private investment in higher-density development. The practical way of doing this is through the IDP, which aligns the municipal budget to encourage higher density development in appropriate areas of Midvaal.

10.3 Targets and Timeframes

Densification in Midvaal is not a short-term initiative, but will only be achieved over the longer term. It is therefore important to structure the process of densification in such a way that certain targets can be met within certain shorter-term timeframes, which allows each smaller target achieved to contribute to the ultimate, long-term goal of densification.

Short term targets should focus on the existing municipal infrastructure capacity, the availability of community facilities and open space, the existing public transport network (even if only a taxi and provincial bus system), and

budget constraints. These short term targets must endeavour to create some densification within the existing current constraints. Longer term targets can be based on the assumption that Midvaal will eventually develop into a larger urban area, which is integrated with Johannesburg and Ekurhuleni, and which will be able to support higher densities and a more permanent public transport network.

ANNEXURE C

DISASTER MANAGEMENT PLAN

MIDVAAL
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DISASTER MANAGEMENT PLAN

Preliminary

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Fifth revision 2 September 2013

DISTRIBUTION

This Disaster Risk Management Plan is produced by the Midvaal Chief Fire Officer as part of his responsibility in terms of the Disaster Management Act, 57 of 2002. This document is intended for internal use of the Organisation and Entities concerned and should be treated as confidential and not be displayed in whole or in part in any public place or to the media.

The recipients will be advised by the Chief Fire Officer when the DRM Plan has been amended or updated. Each recipient should then obtain and distribute copies of these amendments to their respective members as required and the replaced pages / copies should be destroyed.

AMENDMENTS / UPDATES

New amendments or updates will be added to the Amendments and Updates Listing below and it is the responsibility of the individual to regularly check the currency of their Plan copy.

Proposals for amendment or additions to the text of this Plan should be forwarded to:-
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AMENDMENTS AND UPDATES LISTING

REV. NO.	DATE OF ISSUE	DETAILS OF PAGE(S) AMENDED OR REPLACED
1	2008	Revision on resignation and new appointments on organograms
2	17 / 2/2012	Revision on resignation and new appointments and evacuation procedures
3	30/8/2012	Revision on resignation and new appointments on organograms
4	21/2/2013	Total revision of the previous version.
5	2/9/2013	Revision on resignation and new appointments

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1. REFERENCES

- Constitution of the Republic of South Africa, Act 108 of 1996
- Disaster Management Act 57 of 2002
- Local Government: Municipal Systems Act 32 of 2000
- Policy Framework for Disaster Risk Management in South Africa, 29 April 2005
- Midvaal Local Municipality Policy Framework
- City of Cape Town Disaster Risk Management Policy Framework

2. ABBREVIATIONS

The following abbreviations are used in the Municipal Disaster Risk Management Plan :-

MLM – Midvaal Local Municipality
DCT - Disaster Co-ordination Team
DisRes - Disaster Resources Database
DRMC - Disaster Risk Management Centre
DOC - Disaster Operations Centre
EMS - Emergency Medical Services
IDP - Integrated Development Plan
JDRRMC - Joint Disaster Risk Reduction Management Committee
JOC - Joint Operations Centre
MDMAF - Municipal Disaster Management Advisory Forum
MIMP - Multi-disciplinary Incident Management Plan
NDMC - National Disaster Management Centre
PDMC - Provincial Disaster Management Centre
PG:GP - Provincial Government: Gauteng Province
SANDF - South African National Defence Force
SAPS - South African Police Service
SOP - Standard Operating Procedure
FDCR- Fire Department Control Room

MIDVAAL

MUNICIPAL DISASTER RISK MANAGEMENT PLAN

3. INTRODUCTION

The Municipal Disaster Risk Management Plan serves to confirm the organisational and institutional arrangements within Midvaal Local Municipality to effectively prevent disasters from occurring and to lessen the impact of those hazards that cannot be avoided. Essentially, this Plan serves as the **strategic co-ordination and co-operation mechanism between all the relevant Entities / Stakeholders** and is therefore the DRM Master Plan at the highest hierarchical level. The hazard / risk-specific DRM Plans and the MLM Directorate / External Entity DRM Plans and their related emergency procedures are to be focussed at the *tactical and operational levels* and should therefore be considered as being subsidiary to the ML Municipal Disaster Risk Management Plan.

Disaster Risk Management is defined as "a continuous and *integrated multi-sectorial and multi-disciplinary process* of planning and implementation of measures aimed at disaster prevention, -mitigation, -preparedness, -response, -recovery, and -rehabilitation" - as per Section 1 of the Disaster Management Act, 57 of 2002.

The *slogan* to best describe this initiative is :- " **Disaster Risk Management is Everybody's Business** "

4. BACKGROUND

The preventative, risk-reduction and preparedness elements of the Municipal DRM Plan must be implemented and maintained on a continuous basis. The emergency response or re-active elements of the Municipal DRM Plan will be implemented in Midvaal Local Municipality whenever a major incident or disaster occurs or is threatening to occur within the municipal area.

The definition of a **disaster** is: "*a progressive or sudden, widespread or localised, natural phenomena or human-caused occurrence which –*

(a) causes or threatens to cause –

(i) death, injury or disease;
(ii) damage to property, infrastructure or the environment; or
(iii) disruption of a community; and

(b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources".
(Disaster Management Act57 of 2002)

In terms of Midvaal Multi–Disciplinary Incident Management Plan (MIMP), which advocates a **co-ordinated and standardised approach to incident response activities** in Midvaal, an **incident** is defined as: " *a general description of a hazard occurrence or situation requiring intervention ranging from a limited co-ordination of emergency resources to a more extensive*

multi-disciplinary operation. This scenario may also develop into an emergency or disaster situation. "

A **major incident** is defined as: *"a more complex situation requiring the co-operation and co-ordinated response of multiple emergency disciplines and resources and operations as set out in the MIMP. This scenario may also develop into an emergency or disaster situation".*

An **emergency** is defined as: "*an event that requires the prompt implementation of actions, or the special regulation of persons or property, to limit the risk to health, safety or welfare of people, or to limit damage to property or the environment.*
Response actions should be co-ordinated on the basis of the MIMP".

The Disaster Management Act places the responsibility for the implementation of the Municipal Disaster Risk Management Plan for Midvaal on the appointed Chief Fire Officer.

The Disaster Management Act requires Midvaal to take the following actions:

- to prepare a Municipal Disaster Risk Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players;
- to co-ordinate and align the implementation of its Municipal DRM Plan with those of other organs of state, institutional and any other relevant role-players; and
- to regularly review and update its Municipal DRM Plan (ref. Disaster Management Act 57 of 2002 - Section 48).

Midvaal must submit a copy of its Municipal Disaster Risk Management Plan and any amendment to the said Plan to the Gauteng Province Disaster Management Centre and to the Disaster Management Centre of Sedibeng District.

The Municipal Disaster Risk Management Plan should:-

- form an integral part of Midvaal IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- anticipate the likely types of disaster that might occur in Midvaal area and their possible effects,
- identify the communities at risk,
- provide for appropriate prevention, risk reduction and mitigation strategies,
- identify and address weaknesses in capacity to deal with possible disasters,
- facilitate maximum emergency preparedness,
- establish the disaster risk management policy framework and organisation that will be utilized to mitigate any significant emergency or disaster affecting Midvaal,
- establish the operational concepts and procedures associated with day-to-day operational response to emergencies by Midvaal Departments and other entities. These SOPs will also form the basis for a more comprehensive disaster response, as referred to in Midvaal MIMP document,
- incorporate all special Hazard / Risk-specific and Departmental DRM Plans and related emergency procedures that are to be used in the event of a disaster. These will provide for –

  (i) the allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
  (ii) prompt disaster response and relief;
  (iii) disaster recovery and rehabilitation focused on risk elimination or mitigation;

(iv) the procurement of essential goods and services;
(v) the establishment of strategic communication links;
(vi) the dissemination of information.

5. PURPOSE

The Municipal Disaster Risk Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act, 57 of 2002, as well as the related provisions of the Municipal Systems Act, 32 of 2000.

The purpose of the Municipal DRM Plan is to outline policy and procedures for both the pro-active disaster prevention and the reactive disaster response and mitigation phases of Disaster Risk Management.

It is intended to facilitate multi-agency and multi-jurisdictional co-ordination in both pro-active and re-active related programmes.

6. MIDVAAL'S APPROACH TO DISASTER RISK MANAGEMENT

6.1 MIDVAAL'S DISASTER RISK MANAGEMENT POLICY FRAMEWORK (DISASTER MANAGEMENT ACT 57 OF 2002 - SECTION 41)

Midvaal Municipal Disaster Management Advisory Forum (MDMAF) must establish and implement a policy framework for Disaster Risk Management in the municipality aimed at ensuring an integrated and common approach to Disaster Risk Management entities in its area.

Midvaal Municipal Disaster Risk Management Policy Framework will be –

(a) consistent with the provisions of the Disaster Management Act;
(b) consistent with the National Disaster Risk Management Framework; and
(c) consistent with the Disaster Risk Management Policy Framework of the Provincial Government: Gauteng.

Midvaal Fire Department (MFDP) will be the custodian of the Municipal Disaster Risk Management Plan for Midvaal. Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Service's / Entity's Disaster Risk Management plans. Along with the various **specific** Hazard DRM Plans, the Service / Entity DRM Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

The processes involved in Disaster Risk Management can best be explained through the Disaster Risk Management Continuum.

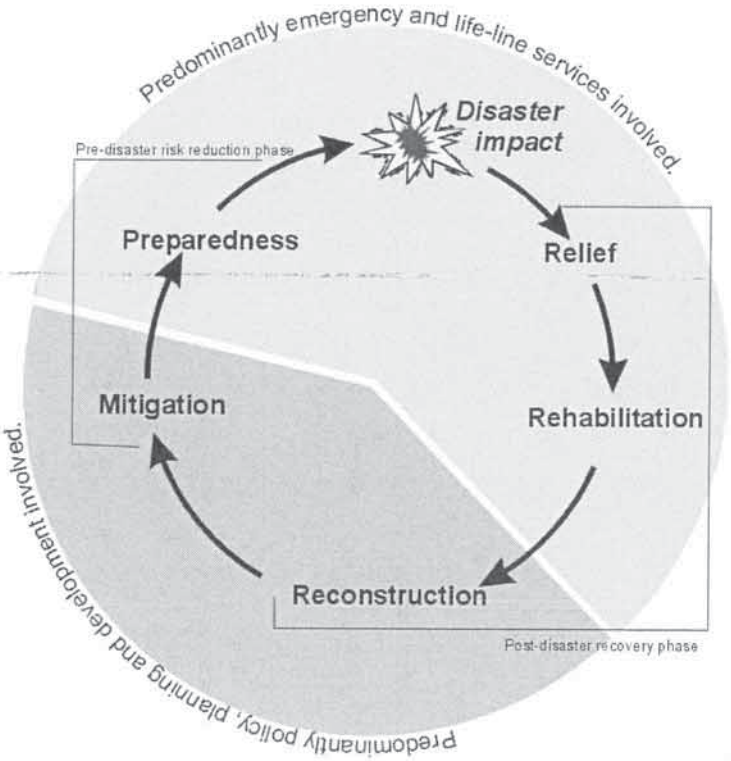


Figure 1: Disaster Risk Management Continuum

Figure 1 illustrates the DRM Continuum – it should be noted that Disaster Risk Management is not only re-active, but also involves actions aimed at preventing disasters, or mitigating the impact of disasters, i.e disaster risk reduction. Different line functions and departments must contribute in varying degrees to Disaster Risk Management in the various phases of the Disaster Risk Management Continuum. The needs identified in the Municipal Disaster Risk Management Plan will indicate where the different Directorates, Departments, Branches and other Entities should contribute. **These contributions must then be included in the respective Directorate's or Entity's Disaster Risk Management Plans and in the special risk-specific DRM Plans which have been drafted.**

Disaster Risk Management Plans must cover the whole Disaster Risk Management continuum and must address all actions before, during and after disasters. Disaster Risk Management Plans are compiled on the basis of a generic plan which will include references to any standard operating procedures (SOP's), legislation and best practice of the respective Services or Entities. These generic plans can be adapted to suit type of hazard / disaster-risk being dealt with. The respective Directorate / Department / Entity Disaster Risk Managements Plans must be integrated with the relevant multi-disciplinary hazard / risk-specific plans so that all aspects are covered.

7. INSTITUTIONAL ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

7.1 MUNICIPAL MANAGEMENT STRUCTURE AND ARRANGEMENTS

In terms of a management structure for Disaster Risk Management, the principle of functioning within the established structure of Midvaal as far as possible will be adhered to.
The various levels making up the management structures for Disaster Risk Management in Midvaal will respectively plan to maintain existing services and adapt to deal with the changed circumstances during major incidents or disasters. The planning, prevention and response management structure for Midvaal is as follows:-

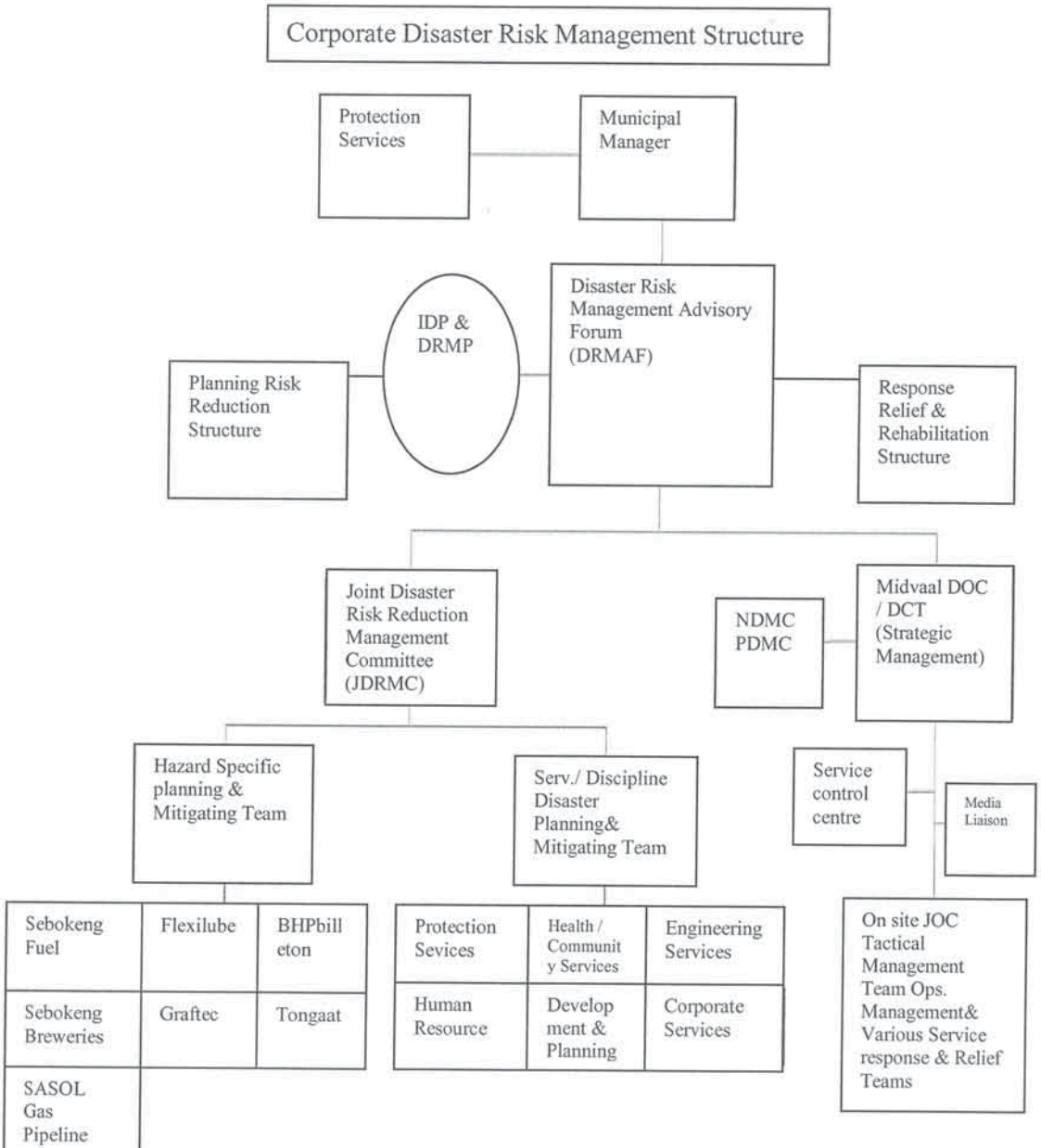


Figure 2: Midvaal Disaster Risk Management Structure

The first objective of the above structure must be to achieve disaster prevention, risk reduction and mitigation efforts in the day-to-day activities of the entities in Midvaal. The second but equally important objective is to ensure effective disaster response, relief and rehabilitation efforts.

The Disaster Response and Recovery section is described in Paragraph 14.

7.2 DISASTER RISK MANAGEMENT MULTI-DISCIPLINARY CO-ORDINATION ARRANGEMENTS

Midvaal Municipal Disaster Management Advisory Forum (MDMAF) will comprise of the following functionaries:

7.2.1 Internal to Midvaal :-

Municipal Manager
Chief Audit Executive
Executive Director: Corporate Services
Executive Director: Finance
Executive Director: Health
Executive Director: Development and Planning
Executive Director: Community Services
Deputy Director: Housing
Executive Director: Protection Services
Executive Director: Engineering
Director: Civil Engineering
Mechanical Workshop: Fleet co-ordinator
Divisional Officer Protection services: Communication
Divisional Officer Operations & Communication: Fire Dept. Control Room (Disaster Risk Management Centre)
Chief Fire Officer: Fire and Rescue Service
Chief: Traffic Services
Chief Superintendent Traffic: Law Enforcement & Security

NOTE: Representation may be adjusted by the Forum in accordance with the identified risks to Midvaal which are being dealt with over a particular period.

7.2.2 External Entities:-

PG: Sedibeng District Disaster Management Centre
PG: Sedibeng District Emergency Medical Services
PG: Sedibeng District Social Services and Poverty Alleviation
PG: Sedibeng District Traffic Control
SA Police Services
SA National Defence Force
plus representation from the CPF(Community Police Forum), Metrorail, Transnet Freight Rail, Commerce & Industry, the Disaster Relief NGO's and the broader Community.

NOTE: Representation may be adjusted by the Forum in accordance with the identified risks to Midvaal which are being dealt with over a particular period.

7.3 LINES OF COMMUNICATION AND INTER-GOVERNMENTAL RELATIONS

In terms of Section 43 (1) of the Disaster Management Act, 57 of 2002, it is incumbent on Midvaal to establish in its administration, a Disaster Risk Management Centre for its municipal area. Lines of communication and the relationship between the various Disaster Risk Management formations of the different spheres of government are illustrated in Figure 3.

Midvaal Disaster Risk Management Centre liaises with the Provincial Disaster Management Centre, which in turn liaises with the National Disaster Management Centre.

National Disaster Management Centre
Provincial Disaster Management Centre
Metro / District Disaster Management Centre

Figure 3: Lines of Communication

7.4 MIDVAAL FIRE DEPARTMENT CONTROL ROOM (DISASTER RISK MANAGEMENT CENTRE) (DRMC)

The (FDCR) (DRMC) must specialise in issues concerning disasters and Disaster Risk Management within Midvaal. In this regard it must promote an integrated and co-ordinated approach to the function, with special emphasis on prevention and mitigation.

The (FDCR) (DRMC) must perform functions and exercise powers as stipulated in Section 44 of the Disaster Management Act, 57of 2002.

The (FDCR) (DRMC) will act as a repository and conduit for information concerning disasters, impending disasters and Disaster Risk Management in the municipal area.

The Fire Department Control Room (DRMC) will perform its functions –

(a) within the national, provincial and municipal Disaster Risk Management frameworks;
(b) subject to Midvaal IDP and other directions of Midvaal Council; and
(c) in accordance with the administrative instructions of the municipal manager.
It will liaise with and co-ordinate its activities with those of the Gauteng Provincial Disaster Management Centre and the Sedibeng District Disaster Management Centre and render assistance as required in legislation.

The hazard-specific and Departmental planning committees, the functioning of the Disaster Co-ordination Team (DCT) in the Disaster Operations Centre (DOC) and the On-site (mobile) Joint Operations Centre, etc. will be described in later sections of this document.

8. RESPONSIBILITIES OF STAKEHOLDERS

The main stakeholders in Midvaal Municipal Disaster Risk Management Plan are listed in this Section and their respective specific responsibilities in ***both*** the **disaster prevention / disaster risk reduction / mitigation / preparedness *and*** their **disaster response, relief and rehabilitation** requirements are indicated.

In terms of the Municipal DRM Plan, the primary objective of each stakeholder must be to prevent the occurrence of emergencies or disasters that threaten life, property, the environment or economic activity in Midvaal. Failing the prevention of emergencies or disasters through the elimination of disaster risk, the secondary objective is to reduce disaster risk and vulnerability and thus lessen the possible impact of emergencies or disasters.

8.1 MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM (MDMAF)

It is the responsibility of Midvaal Municipal Disaster Management Advisory Forum to approve the compilation and maintenance of a Municipal Disaster Risk Management Plan which will be compiled and maintained by Midvaal Disaster Risk Management Centre, as well as the incorporation of the relevant supportive hazard or risk-specific and Service / Entity DRM Plans.

The Disaster Management Advisory Forum shall review of the Municipal DRM Plan on an annual basis. It must make recommendations for changes that are considered appropriate and that the required support documents, organisation, resources, training and facilities are in place at **all** of the participating Entities to ensure a viable emergency / disaster response structure for Midvaal.

The Municipal DMAF must oversee the assigning project teams to address specific risks and develop risk-specific plans by the Joint Disaster Risk Reduction Management Committee (JDRRMC) - refer to the functions of the JDRRMC in Paragraph 8.4.

The Municipal DMAF must ensure that the following actions, which are in line with the benchmarked disaster risk management principles, take place during the following disaster phases :-

Disaster Risk Reduction and Preparedness phases:

- ensuring that regular Disaster Risk Assessments are undertaken in Midvaal,
- assessing capacity of Midvaal to implement emergency / disaster response actions,
- oversee the formulation of plans and projects to **reduce disaster risk**, including the **integration with MLM IDP initiatives.**

During any major Emergency or Disaster Response and Relief phases:

- assessing the effect of any disaster which has occurred in Midvaal and examine any further consequences and disaster risk in the emergency area(s) led by the DCT (refer para. 6.3),
- assess the consequences and disaster risk to the remainder of Midvaal, if any,
- assessing all response actions by the Entities participating in this Plan, and
- advise and formulate recommendations on the response actions, including the mitigation of any further disaster risk, as required.

During the Recovery and Rehabilitation phases:

- ensuring a return to normal functioning of affected communities as soon as possible,
- provide input on disaster prevention or mitigation through disaster risk elimination or reduction.

8.2 JOINT DISASTER RISK REDUCTION MANAGEMENT COMMITTEE (JDRRMC) AND SPECIAL HAZARD / RISK-SPECIFIC AND SERVICE / DEPARTMENTAL TASK TEAMS

The Joint Disaster Risk Reduction Management Committee (JDRRMC) will comprise designated senior personnel from each of Midvaal Directorates who will be the Disaster Management "links" or "nodal points" into their respective Directorates and will be the conduit for especially proactive/ risk reduction initiatives. Senior staff of external Organisations' will also serve on the JDRRMC and will fulfil similar roles to those of Midvaal representatives. Special Hazard / Risk-specific Task Teams will be responsible to plan, manage and complete multi-disciplinary projects and produce the necessary DRM Plans in the *pre-disaster risk reduction and preparedness phases.* They will continue with DRM Plan maintenance and readiness programmes on an on-going basis.

Special Task Teams may also be convened to address specific risk-mitigation issues during the *post-disaster recovery and rehabilitation phases.* Such Teams will determine their respective terms of reference and deliverables under the direction of the JDRRMC and Midvaal Disaster Risk Management Advisory Forum, in association with the Disaster Co-ordination Team (DCT), as may be required by the nature and extent of the Incident.

The Municipal DMAF will delegate the JDRRMC to ensure that Hazard / Risk-specific Task Teams, as well as Service / Departmental Teams are convened and maintained to address risk-specific Disaster Risk Management plans which have the highest risk to Midvaal, i.e. DRM Plans for flooding and storms, Climate Change, Earthquakes, Transport Incidents, Hazardous Materials Incidents, etc., as well as mass events preparedness. Policies, plans and procedures that address efficient incident management and inter-disciplinary co-operation during incidents are to be included in these DRM Plans. The input of specialist advisers in the various fields must be obtained on an on-going basis.

In the recovery and rehabilitation phase, these Project Teams will take over responsibility for recovery and rehabilitation from the Disaster Co-ordination Team (DCT) once the DCT is demobilised and / or in cases where recovery and rehabilitation takes place over an extended and protracted period.

A Special Task Team under a specific line function / department may also be convened to take responsibility for activities that address the causal factors of any disaster or major incident occurrence. Such Teams will receive a brief from, and report back to the Municipal Disaster Management Advisory Forum and to senior management. They will work in close co-operation with the Fire Department (DRMC.) Their recommendations must be incorporated into the respective hazard / risk-specific and Departmental DRM Plans and, if necessary, be incorporated into the Municipal DRM Plan.

8.3 DISASTER RESPONSE CO-ORDINATION

The Disaster Co-ordination Team (DCT) shall be convened in the (off-site) Disaster Operations Centre (DOC) when an emergency or disaster has occurred or is likely to occur, in accordance with the following parameters:-

- where the size or seriousness of the emergency seems beyond the capability of a Service, in the opinion of the most senior on-duty official of that Service, the Fire Department can be requested to activate the DCT,
- where the Head of the Fire Department, Protection Services is of the opinion that it is necessary to activate the DCT in order to effectively manage an emergency which has occurred or is likely to occur, the DCT must convene in the DOC,
- the activating Service shall, via the Fire Department control, contact the Divisional Officer Operations who shall immediately arrange to notify the designated members of the Disaster Co-ordination Team (DCT),
- the Divisional Officer Operations shall request the DCT members to meet at the DOC of Midvaal or at any other viable alternate centre should the DOC not be available for whatever reason,
- the DCT will evaluate the situation and collaborate with the Head of the Fire Department, Protection Services regarding the need for a declaration of a Local State of Disaster, as well as the continued activation or standing-down of the DCT.

All incidents will be managed by the Disaster Co-ordination Team in accordance with the principles and guidelines contained in Midvaal Multi-Disciplinary Incident Management Plan (MIMP) and the Disaster Operations Centre's (Fire Department) Standard Operating Procedures.

The Disaster Co-ordination Team (Operational Fire Personnel) will be convened and chaired by the Head of the Fire Department at the DOC Midvaal or at another suitable facility which is appropriately removed from any direct hazard or risk if the DOC is unavailable for whatever reason. The DCT will be activated through the procedures outlined in the Disaster Response Plan section – refer to Paragraph 12.

8.3.1 MLM DISASTER OPERATIONS CENTRE

Midvaal Disaster Operations Centre (DOC) staff (a section of the Fire Department), must assist with additional functions (as listed below), under the guidance of the Disaster Co-ordination Team, when this Committee is convened / activated to oversee response, relief and rehabilitation operations during any major Incident, Emergency or Disaster situation.

These additional functions are:-

- to maintain records of communications, decisions, actions and expenditures,
- have continuous communication and liaison with all Disciplines on-site through the On-site Joint Operations Centre (On-site JOC) and the respective Service Command Posts deployed on site,
- designate emergency area(s) and sites,
- decide on emergency measures and priorities,
- assess the impact / consequences resulting from the Incident,
- request emergency partner assistance / implement any mutual aid agreements as are necessary,
- close public buildings as required,
- issue public warnings, orders and instructions as required,
- protect the health and safety of emergency responders,

- ensure an acceptable level of emergency services for Midvaal outside emergency area(s),
- prepare lists of fatalities, casualties and missing persons,
- prepare lists of destroyed and damaged properties,
- consider the declaration of a Local State of Disaster,
- co-ordinate response with provincial ministries through the PG: Gauteng Disaster Management Centre and Sedibeng Disaster Management co-ordinate response with non-governmental disaster relief organisations, neighbourhood and community organisations,
- identify all persons / organisations which can contribute to emergency response,
- provide information to the media for dissemination to the affected population(s) and the general public,
- co-ordinate information for public release with emergency partners' communications staff,
- respond to inquiries from the media and the general public,
- identify target audiences for post-emergency communications,
- identify persons / organisations to contribute to post-emergency reports / debriefings, submit information for payment of invoices,
- assist with any other tasks, as determined by the DCT, when in session.

8.4 MUNICIPAL MANAGER

The Municipal Manager, assisted by the Fire Department, is to ensure that Disaster Risk Management activities such as hazard identification, disaster risk and vulnerability assessments, disaster prevention, disaster risk reduction / mitigation, preparedness and incident response, relief and rehabilitation are integrated into the functions / mandates of each discipline / entity within the organisation and executed in an effective and efficient manner throughout Midvaal.

During and after responses to major emergencies or disasters the Municipal Manager will be responsible to personally or through a designated official to:

- Report, liaise and consult with councillors and provincial and national government departments,
- Report on emergency impact and response to the Executive Mayor,
- Report on emergency impact and response to the councillor(s) for the affected area(s),
- Report on emergency impact and response to the remaining Councillors,
- Notify next-of-kin when an employee is injured, missing or killed during any emergency situation,
- Authorize any extraordinary expenditures (access to disaster funding and / or any alternative emergency funding sources),
- Identify persons / organisations to receive recognition for contributions made to emergency response.

THE MUNICIPAL MANAGER MUST:

- When deemed necessary, consider the declaration of a local state of disaster as per the Disaster Management Act, 57 of 2002,
- Liaise with provincial officials and national officials,
- Co-ordinate response with CBO'S and NGO'S,
- Authorize area evacuation / re-entry when area is safe,
- After consultation with the DCT authorise area evacuation / re-entry,

- Identify persons/organisations to receive recognition for contributions to the emergency response,
- Establish and maintain required telecommunications links with all the relevant departments and entities,
- Identify available resources for Disaster Risk Management purposes as requested by the DCT,
- Establish and maintain a resources database (DisRes),
- Ensure effective media liaison and public early-warning,
- Provide situation reports to all internal and external role-players on a regular basis.

Specific reference is made to the following:

8.4.1 IDP and Organisational Performance Management Systems

- Ensure that the Municipal Disaster Risk Management Plan forms an integral part of the IDP,
- Ensure that hazard identification, risk assessment and that risk prevention and/or risk reduction / mitigation principles are applied for *all* development projects to be undertaken.

8.5 CHIEF AUDIT EXECUTIVE

The Chief Audit Executive must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Auditing and informing the relevant Disaster Risk Management Plans of Council Installations to ensure pro-active disaster risk reduction and compliance with relevant legislation, codes and regulations,
- Audit compliance of Midvaal services with the stipulations of the Municipal Disaster Risk Management Plan,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT).

8.6 EXECUTIVE DIRECTOR: CORPORATE SERVICES

The Executive Director: Corporate Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, including the Legal Services, PRO & Marketing Services, Committees, Records, Information Technology (Helpdesk) and Independent Electoral Commission Office, with specific reference to the following:

8.6.1 Director: Legal Services

The Director: Legal Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Monitoring compliance with relevant legislation, regulations, licenses and by-laws,
- Documenting information for potential legal actions,
- Documenting information for potential compensation claims,

- Identifying information to be documented for inquests or investigations under applicable laws.

8.6.2 PRO & Marketing: Chief complaint Officer

The Chief complaint Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Customer relations enquiries of Midvaal,
- Operation of a Call Centre for non-urgent matters & assistance with emergency information dissemination, as required.

8.6.3 Assistant Director: Committees

The Assistant Director must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

8.6.4 Head of Records

The Head of Records must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Providing administrative support including printing and courier services for distribution of disaster related printed material to depots and decentralised offices,
- Provision of registry and cell phone administration services.

8.6.5 Information Technology Helpdesk (Div. Officer Ops. & IT)

Management to ensure continued reliable operation of Midvaal radio system, especially in times of emergencies, as it is utilised by all Midvaal emergency services. Further radio staff are on standby as well as a 24/7 maintenance and support agreements with the contractor.

8.7 Executive Director Finance:

The Chief Finance Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, to lead and direct financial functions of Midvaal so that the current and future effectiveness of Council services, programmes and operations are insured and these include Treasury, Budget, Revenue, Supply Chain Management, Valuations and Asset Management, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Enterprise Risk Management
- Documenting information for potential municipal insurance claims,
- Managing donations for emergency response,
- Facilitating emergency procurement,
- Initiating and facilitating efforts to make funds available for pro-active and re-active disaster management within the municipal area,
- Supplying financial resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),

- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.8 Executive Director: (Human Resource) Personnel Services

The Executive Director: (Human Resource) Personnel Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Providing information to MLM staff and their families regarding aspects of any emergency or disaster,
- Documenting information for remuneration of municipal employees involved in emergency response,
- Reporting to the Health and Safety Committees on the emergency responses undertaken in Midvaal,
- Documenting potential Occupational Health and Safety issues,
- Documenting information for potential municipal labour relations issues.
- **Occupational Health and Safety Officer** preparation in terms of the emergency evacuation plans which are co-ordinated from his / her office.

8.9 EXECUTIVE DIRECTOR: COMMUNITY SERVICES

The Executive Director: Community Development must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, and is required to provide strategy and management to the Sports & Recreation, City Parks and Library & Information Services Departments, with specific reference to the following :

8.9.1 SNR. Sports, Recreation and Parks Officer

The Senior Sports, Recreation and Parks Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Emergency / contingency planning for all Council facilities used for mass events,
- Make available facilities for emergency assembly and / or shelter of persons displaced by emergencies or disasters,
- Plan and assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.9.2 Parks

The Senior Sports, Recreation and Parks Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations,
- Assist with the removal of vegetation proving to be hazardous, both pro-actively and re-actively after any Incident,
- Supplying any specific resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.9.3 DIRECTOR: HEALTH

The Director: Health must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Steps to eliminate disaster risks presented by communicable diseases,
- Isolate person(s) in order to decrease or eliminate disaster risk presented by a communicable disease,
- Protect the health and safety of emergency responders,
- Monitor large groups of people for contamination and / or health effects,
- Preventative issues around communicable diseases for disrupted populations (may be general population or limited to vulnerable populations and essential service operators),
- Immunize large groups of people,
- Assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters,
- Seize and dispose of food that poses a health hazard,
- Monitor the environment (air, water, and ecosystem) for contamination,
- Identify victims, responders or affected persons who may require medical follow-up and / or who may require psychosocial support and to facilitate this support which may be provided by the appropriate governmental and non-Governmental agencies as applicable,
- Identify persons / organisations to contribute to post-emergency reports / debriefings regarding health matters,
  Supplying resources for Disaster Risk Management purposes as requested by Midvaal Health representative(s) on the Disaster Co-ordination Team (DCT), if convened,
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
- Liaise with the PG: Gauteng Health Department who are responsible for the provision of curative and operative interventions during any major incident regarding the:-
  - care for evacuees and victims,

- the provision of curative health care in remarks of communicable diseases for disrupted populations (may be general population or limited to vulnerable populations and essential service operators).

8.9.4 Chief Environmental Health Officer

The Chief Environmental Health Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,

- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases,
- Ensure that risk reduction and mitigation principles are applied as part of the environmental input into all development projects,
- Include the reduction of natural disasters as an element in environmental education programmes,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes),
- Identify possible environmental disasters,
- Identification of land for mass burials if required

8.9.5 SOCIAL DEVELOPMENT CO-ORDINATOR:

The Social Development Co-Ordinator must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate and is required to provide strategy and management to the Social Development, Economic & Human Development, Property Management and Tourism Departments, with specific reference to the following :

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination, including social development plans,
- Compilation of re-active departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.9.6 Director: Solid Waste Management

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Disposing of non-hazardous waste and refuse when and where required,

- Advising and providing facilities for the disposal of hazardous waste,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.10 EXECUTIVE DIRECTOR: DEVELOPMENT AND PLANNING

The Executive Director: Development and Planning must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, and is required to provide strategy and management of the Environmental Resource Management, Spatial Planning & Urban Design, Strategic Development & GIS and the Planning & Building Development Departments, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Include the reduction of natural disasters as an element in environmental education programmes,
- Identify possible environmental disasters,
- Compilation of pro-active environmental Disaster Risk Management programmes to support risk reduction or elimination,
- Monitoring the environment (ground, air, water and the ecosystem) for contamination,
- Ensure linkages between this plan and infrastructure development framework,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.10.1 Director: Town Planning and GIS

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Rendering support and advice throughout all phases of Disaster Risk Management planning activities,
- Compiling, exercising and carrying out adequate disaster recovery procedures for IT infrastructure and information management,
- Establishing and maintaining required informatics links to maintain the Disaster Risk Management Resources Database (DisRes),
- Supplying IT Infrastructure and assets to host and maintain DisRes, integrated GIS and any other IT systems which can assist in Disaster Risk Management,

8.10.2 Deputy Director: Urban Planning

The Deputy Director: Urban Planning must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination through the long term spatial development framework to ensure integrated, proactive and decisive decision making on major infrastructure, investment, development and settlement issues, including directives for local area integrated human settlement planning and the provision of Urban Design inputs for corporate strategic programmes to improve settlement planning,
- Ensure that risk reduction and mitigation principles are applied as part of the environmental input into all development projects, including the identification of possible environmental disasters,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases,
- include the reduction of natural disasters as an element in environmental education programmes,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.10.3 Chief Building and Land Use Officer

The Chief Building and Land Use Officer must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following :

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination through the planning and building development initiatives being undertaken under the guidance of the department,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency/disaster situations, especially where buildings and other structures have been affected by the Incident,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Plan and ensure that risk reduction and disaster mitigation principles are adhered to in the recovery and redevelopment phases,
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.10.4 DEPUTY DIRECTOR: HOUSING

The Deputy Director: Housing must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate and is required to provide strategy and management of the Policy, Research Planning and Monitoring, Existing Settlements and New Settlements Departments, with specific reference to the following :

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,

- Identify and make available alternative land and housing / shelter for persons displaced by an emergency or disaster,
- Plan and assist with the management of emergency shelter, evacuation assembly points and mass care facilities for persons displaced by emergencies or disasters,
- Ensure that all housing and servicing projects promote disaster risk reduction,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.11 EXECUTIVE DIRECTOR: PROTECTION SERVICES

The Executive Director: Protection Services must :

- Ensure that Disaster Risk Management Plans are compiled and maintained in his/her Directorate,
- Establish and ensure the effective functioning of the Disaster Risk Management Advisory Forum,
- When necessary and assisted by the Chief Fire Officer and submit reports containing recommendations for changes to the Municipal Disaster Risk Management Plan to Council.

The specific responsibilities of the following key Departments and Services in this Directorate are as follows:

8.11.1 Chief Fire Officer: Fire and Rescue Service

The Chief Fire Officer is responsible for the performance of his Disaster Risk Management functions, as per Section 44 of the Disaster Management Act, 57 of 2002. He / she is responsible for the compilation, maintenance, distribution and the implementation and co-ordination of Midvaal Municipal Disaster Risk Management Plan and its supporting risk-specific and Departmental Disaster Risk Management Plans, including linkage to Midvaal Integrated Development Plan (IDP).
The Fire Chief, in consultation with the Disaster Co-ordination Team (DCT), when convened, will determine the appropriate response structures to any incident, emergency or disaster situation, and when these structures can be de-activated or scaled down he must also ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management plans to ensure service continuation during emergency/disaster situations,
- Preventing the outbreak or spread of fires,
- Fighting or extinguishing fires,
- Protecting life and property from fire or other threatening danger,
- Rescuing of life or property from fire or other danger,
- Evacuating designated area(s) threatened by fire of both persons and livestock,
- Assist and manage hazardous material decontamination facilities and operations
- co-ordinating response and mutual aid agreements with adjacent District Councils in Sedibeng District,
- protecting the health and safety of emergency responders,

- maintaining a central registry of evacuees,
- identifying persons who may require long term care and accommodation,
- identifying target audiences for post-emergency communications,
- ensuring acceptable level of emergency services for Midvaal outside of the emergency area(s),
- identifying persons / organisations to contribute to post-emergency reports and debriefings,
- supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.11.2 Divisional Officer Operations & Communication

The Divisional Officer Operations & Communication must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Department, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Providing information to persons at emergency facilities (e.g. assembly points / evacuation centres / mass care facilities),
- Providing information to persons at special incident-related meetings,
- Providing information to Midvaal employees and their families who are affected by emergencies / disasters,
- Arranging site visits for persons affected by the emergency, e.g. families of deceased persons,
- Arranging anniversary events of disasters for affected persons in support of efforts to facilitate psychosocial coping mechanisms,
- Regularly updating on emergency situation to councillors,
- Supporting the Fire Department Control Room in communicating status reports and public safety notices,
- Supporting the Fire Department in risk-reducing public education and awareness programmes
- Provide and support the DRMC with a 24-hour communication facility for the notification of Major Incidents and any subsequent communication needs,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Fire Department Control Room Disaster Risk Management Resources Database (DisRes).

8.11.3 Chief: Traffic Services

The Chief: Traffic Services must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management plans to ensure service continuation during emergency/disaster situations,

- Co-ordinating Incident response with the South African Police Service and all the other responding Emergency and Essential Services,
- Assist the police with the controlling and dispersing crowds on the roadways,
- Support the evacuation of designated area(s) which are threatened by any emergency of both persons and livestock,
- Managing and controlling traffic in and around emergency area(s), on evacuation routes and on emergency vehicles' access and egress routes,
- Identifying persons / organisations to contribute to post-emergency reports / debriefings,
- Protecting essential service facilities and infrastructure, as required,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the DRMC's Disaster Risk Management Resources Database (DisRes).

8.12 EXECUTIVE DIRECTOR: ENGINEERING TRANSPORT, ROADS AND MAJOR PROJECTS

The Executive Director: Transport, Roads & Major Projects must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Directorate, and is required to provide strategy and management to the Roads & Storm water, Transport, Electricity Services, Water and Sanitation and Solid Waste Management Departments with specific reference to the following:

8.12.1 Director: Civil Services

The Director: IRT must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Taking appropriate measures to accommodate the transport network in the most expedient manner under the prevailing circumstances,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the DRMC's Disaster Risk Management Resources Database (DisRes).

8.12.2 SNR. Engineering Technician: Roads and Storm water

The Director: Roads and Storm water must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Confining and containing flood water where possible,

- Providing technical advice in preventing or reducing the effects of flooding and storm-damage,
- Liaison with the Department of Water Affairs and Forestry as required,
- Removing debris and other obstacles from transportation routes and other sites as required,
- Repairing any damaged or dysfunctional road infrastructure to restore optimal functioning of the transport network in the shortest possible time,
- Taking appropriate measures to accommodate traffic on the transport network in the most expedient manner under the prevailing circumstances,
- Liaison with the Provincial Roads Department and National Roads Agency as required,
- Assist and advise on Hazmat clean-up and decontamination of infrastructure and the environment,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.12.3 SNR. Engineering Technician: Water and Purification

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Co-ordinating response with businesses and industries affected by the emergency,
- Controlling consumption of public water supply,
- Providing alternate water supplies (potable, industrial and for fire-fighting),
- Identifying and prioritising essential services that may require restoration as he result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

8.12.4 Fleet co-ordinator: Mechanical Workshop (Transport)

The Fleet co-ordinator must ensure that Disaster Risk Management Plans are compiled and maintained in his / her Service, with specific reference to the following:

- Compilation of pro-active Departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive Departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Taking appropriate measures to accommodate traffic on the transport network in the most expedient manner under the prevailing circumstances,
- Liaison with the Provincial Transport Department and National Transport Department as required,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),

- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).
- Fleet & Workshop Management to ensure that:-
- Appropriate staff have been placed on standby to cater for such occasions (supervisors, drivers, operators and labourers),
- Appropriate vehicles are available for timeous response,
- Permits for low bed trailers, etc. are valid for such emergency response,
- Supplementary resources are available from private sector,
- Procedural guide and lists of internal and external contacts are available for standby teams,
- Call out procedures and contacts details are lodged with HOD and updated weekly.

8.12.5 Director: Electricity Services

- Compilation of pro-active departmental Disaster Risk Management programmes to support disaster risk reduction or elimination,
- Compilation of reactive departmental Disaster Risk Management Plans to ensure service continuation during emergency / disaster situations,
- Co-ordinating response with businesses and industries affected by the emergency,
- Co-ordinating response with national and provincial Public Works departments,
- Co-ordinating response with Eskom regarding electricity supply to the City,
- Allocating available electricity,
- Planning alternate electrical supply,
- Arranging for an alternate telephone or communication service, if required,
- Controlling telecommunications system load,
- Identifying buildings which are electrically unsafe,
- Identifying and prioritising essential services that may require restoration as the result of an emergency or disaster,
- Supplying resources for Disaster Risk Management purposes as requested by the Disaster Co-ordination Team (DCT),
- Establishing and maintaining a resources database that is integrated with the Disaster Risk Management Resources Database (DisRes).

9. DISASTER FUNDING ARRANGEMENTS

If the execution of obligations and duties as outlined in this Plan entails costs for any Service, provision must be made in the relevant Service's own budget.
Under certain circumstances Midvaal will be re-imbursed by National Government for disaster response efforts. However, the Disaster Management Act, 57 of 2002, Chapter 6, states that the Minister of Provincial Affairs and Local Government, may in the case of disaster relief funding, prescribe a percentage of the budget of a local authority which can be used as a threshold for accessing additional funding from the Department for response efforts.

This implies that the amount set as a threshold will have to be spent by Midvaal on disaster response and relief before financial assistance may be considered by National Government.

The financial assistance to be provided by National Government may take into account what planning, prevention and mitigation measures were taken pro-actively and whether the situation could have been avoided or minimised had Midvaal implemented the aforementioned actions.

If planning and prevention strategies have not been implemented the local authority may be penalised from a financial point of view. It is therefore vital that comprehensive Disaster Risk Management Plans are in place to substantiate any possible future financial claims.

10. ENTITY / SERVICE DISASTER RISK MANAGEMENT PLANS

Each individual Directorate, Department and Service of Midvaal Local Municipality, as well as applicable external entities / organisations, as indicated in the Disaster Risk Management Framework, are responsible for submitting their respective Entity's Disaster Risk Management Plan to the ED Protection Services, Fire Department serving as the Disaster Risk Management Centre, as per Section 52 of the Disaster Management Act, 57 of 2002. Disaster risk reduction aspects contained in these Entity / Service DRM Plans should also be incorporated into that Entity's submission to the Integrated Development Plan (IDP) to achieve the development targets of Midvaal.

All Entity / Discipline DRM Plans, especially where the Entities / Disciplines are identified as the Lead Combatting Agency or as the Support Agency to deal with a particular hazard, should primarily be directed at hazard prevention or disaster risk reduction, but disaster response, relief and rehabilitation aspects must be included and regularly exercised to ensure the Entity's readiness for any catastrophic event in Midvaal.

Aspects to be addressed in any Disaster Risk Management Plan should encompass the following:-

10.1 Planning Framework & Scope of the DRM Plan

- the way in which the concept and principles of Disaster Risk Management are to be applied in the Department's functional area;
- the relevant Department's role and responsibilities in terms of the national, provincial or municipal Disaster Risk Management frameworks;

10.2 Applicable References, Statutory Requirements and Linked Documents / SOP's

10.3 Abbreviations and Definitions Used

8.4 Hazard Identification, Risk (including Disaster-risk) and Vulnerability Assessments, leading to a needs analysis.

10.5(Disaster) Risk Management Efforts –

a. Evaluation and description of Infrastructure / Organisation available
e.g. The Discipline's own Disaster Risk Management Resources Database
(Its capacity to fulfil its role and responsibilities)

b. Prevention through risk elimination
e.g. The Discipline's initiative to remove hazards / alternative processes
(Particulars of its Disaster Risk Management strategies)

c. Mitigation through risk reduction
e.g. The Discipline's engineering solutions / legislative compliance / safety culture / etc.

10.6 Preparedness planning for major risks that cannot be eliminated
e.g. The Discipline's contingency strategies and emergency procedures in the event of a disaster, including measures to finance these strategies

a. Contingency Planning based on risks and vulnerabilities

e.g. Fire / Chemical spills / Engineering aspects

b. Emergency organisation, internal and external

- Emergency management structure and allocation of responsibilities
- Standard Operating Procedures
- Integrated communications systems and other resources

c. Response planning

e.g. The Discipline's Role and responsibilities regarding a response to an emergency / disaster situation :

- Emergency response teams (groups with special responsibilities during emergencies) (i) Notification and Activation Procedures:

- Stand-by Lists / Emergency contact numbers
- Resources to be used / additional resources

(ii) Recovery plans:

Service's role and responsibilities regarding post-disaster recovery and rehabilitation;

- Business Continuity / Disaster Recovery for IT systems, etc.
- May also lead to reconstruction and redevelopment projects and programmes

d. Lines of communication (Protocols) and liaison and integration with other Services

Internal and external communication lines (who informs who, who reports to whom). Each Discipline must co-ordinate and align (integrate) the implementation of its DRM Plan with those of other co-responding role-players / entities. The DRM Plan must be regularly reviewed and updated).

e. Awareness and Education Efforts

The Discipline's strategies BEFORE (Prevention, Mitigation and Preparedness)
DURING THE INCIDENT (Notifications, actions and advisories)
AFTER (Advisories, Public information and education) – then, re-align the strategies and start again at the "BEFORE" to be ready to deal with the next hazard.

f. Evaluation and Maintenance programmes.

All Discipline's in this regard to put strategies in place to mitigate or prevent future repetition of incidents by maintaining and monitoring the strategies that was put in place.

11. COMPREHENSIVE DISASTER RISK, VULNERABILITY AND MANAGEABILITY ASSESSMENT FOR MIDVAAL:

A comprehensive disaster risk assessment for Midvaal, incorporating both (technical) and community-based aspects, need to be under in order to comply with the standards envisaged by the Disaster Management Act, 57 of 2002 and the Disaster Management Framework, 2005.

The Disaster Risk Assessment, where the **PREDICTABILITY, THE IMPACT (SEVERITY / CONSEQUENCES), THE VULNERABILITY AND THE COPING CAPACITY (MANAGEABILITY)** requirements that a particular hazard poses will determine the priorities for disaster risk management programmes and projects. The amount of possible benefit to be derived from a risk reduction & preparedness project in terms of lives protected, livelihoods secured and property or the environment / natural resources defended, will be the criteria that determines these priorities.

11.1 DISASTER RISK ASSESSMENT: DETERMINATION OF THE RELATIVE DISASTER RISK PRIORITISATION

Disaster Risk quantification

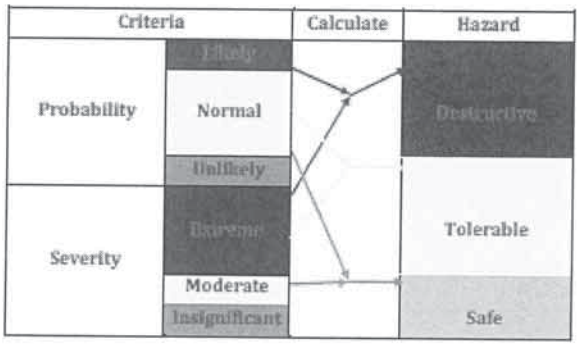
The disaster risk profiling assessment normally produces so many hazards that must be addressed that the sheer volume of work tends to be overwhelming. Consequently, a ***Relative Disaster Risk Prioritisation Assessment*** is conducted to assist the Municipality in their disaster risk management planning.

The ***Relative Disaster Risk Prioritisation Assessment*** involves the following action steps:-

- **Quantify the Hazard**
- **Quantify the Disaster Risk Manageability / Coping Capacity**
- **Quantify Vulnerabilities**
- **Determine the Overall Disaster Risk Score**

a. Hazard score quantification

The hazard score is determined by quantifying the probability and severity of a hazard (refer to the **Table** below).



= **Probability**: The probability of a hazard occurring is assessed and classified in three categories, namely:

- ***Likely*** ~ hazards in this category will have a very high probability of occurring (score = 3)
- ***Normal*** ~ hazards in this category will have a normal probability of occurring (score = 2)
- ***Unlikely*** ~ hazards in this category will have an unlikely probability of occurring (score = 1)

= **Severity** : The severity of the hazard, should it occur, will be accessed and the hazards will be classified into the following three categories :-

- ***Extreme*** - hazards in this category will hold extreme consequences to a community (score = 3)
- ***Moderate*** - hazards in this category will hold moderate consequences to a community (score = 2)
- ***Insignificant*** - hazards in this category will hold insignificant consequences to a community (score = 1)

b. Disaster Risk Manageability or Coping Capacity

The degree to which a society or institution can intervene and manage / cope with the negative consequences of a hazard event will depend on the following, each rated on a three-point scale where good = 3; modest =2; poor = 1), viz.:-

- **Awareness**: The over-all awareness of people living in a potential impact area of a hazard to that hazard is one of the factors that determine the risk manageability of a community.

- **Legislative Framework**: The legislative framework that governs a particular hazard event is one of the factors that determine the risk manageability of a community.

- **Early Warning Systems**: The early warning systems for a hazard event.

- **Government Response**: The response of the municipality and the provincial government to a hazard.

- **Government Resources**: The resources available to the municipality and the provincial government for a hazard event.

- **Existing Risk Reduction Measures**: The existing risk reduction measures of the municipality and the provincial government to a hazard event.

- **Public Participation Measures**: The existing public participation measures of the municipality and the provincial government to a hazard event.

- **Municipal Management Capabilities**: The over-all management capability of the municipality for a hazard event.

A simple mathematical model (formula given below) can be utilised to quantify the degree to which a community can intervene and manage the negative consequences of a hazard event:-

Risk Manageability Score ≥ 18: Should the risk manageability score of a particular hazard event impacting on a community be higher than 18 that community has a very ***high*** level of manageability and it is unlikely that the hazard event will impact negatively on the community.

Risk Manageability Score 8 to 18: If the risk manageability score of a particular hazard event impacting on a community is between 8 and 18, that community has a ***modest*** level of manageability and it is likely that the hazard event will impact negatively on the community.

Risk Manageability Score ≤ 8: Risk manageability scores of a particular hazard event impacting on a community lower than 8 accounts for a community with a ***poor*** level of manageability and it is highly likely that the hazard event will impact negatively on the community.

c. Vulnerability Score

Create Hazard Vulnerability Analysis Directory Structure:- A directory structure should be created to assist in determining the degree to which a community is vulnerable to each of the hazards in the region.

Quantify Vulnerabilities:- To enable risk quantification the Vulnerabilities of the area should also be calculated. The model has assessed ***environmental***, ***economical***, ***societal*** and ***critical facilities*** (NB ***political*** and **legal vulnerabilities** may also be required to be assessed, depending on the Community's circumstances). A map of the study area should be used and GIS layers should be used to indicate areas that are vulnerable. Each area on the map must be allocated a vulnerability score for ***each of the four vulnerabilities*** and a vulnerability score of 1, 2 or 3 should be used, where:-
1 = not vulnerable
2 = moderately vulnerable

3 =extremely vulnerable

A total vulnerability score (VT), which is the sum of the Environmental (VENV), economical (VEC), societal (VS) and critical facility (VCF) vulnerabilities, can then be calculated for each geographical area or specific study area, i.e. **VT = VENV + VEC + VS + VCF (+VP + VL, as applicable).** Vulnerability scoring will be based on the following:-

Vulnerability Score ≥ 10 : Should the vulnerability score of a particular hazard event impacting on a community be higher than or equal to 10, that community is extremely vulnerable to that hazard.

Vulnerability Score 7 to 9 : Should the vulnerability score of a particular hazard event impacting on a community is between or equal to 7 and 9, the community is moderately vulnerable.

Vulnerability Score < 7 : Should the vulnerability score of a particular hazard event impacting on a community be less than 7, the vulnerability is considered to be low.

d. Relative Disaster Risk Priorities

This analysis focuses on calculating the relative risk priorities of a hazard event, using a simplified
risk prioritisation model to calculate the relative priorities of the risk to which communities in a specific area are exposed :-

Relative Disaster Risk Priority Score = Hazard score X Vulnerability score / Manageability score.

Very High (intolerable) Risks (Relative Risk Priority ≥ 10) : Should the relative risk priority of a particular hazard event impacting on a community is higher than or equal to 10, that community faces a potentially ***destructive*** risk with a high probability of occurrence, for which they are ***unprepared***. This combination equates to an ***intolerably high risk*** and may be a disaster in the making. For these ***very high risks*** **urgent risk reduction interventions are required !**

High Risk *(Relative Risk Priority 4.1 to 9.9)*: If the relative risk priority of a particular hazard event impacting on a community is between 4 and 10, the risks to which these communities are exposed are potentially ***destructive,*** but the community is modestly prepared for the hazard event occurrence. This combination equates to a ***high risk*** and a combination of ***risk reduction interventions*** and ***preparedness plans*** must be initiated for these risks.

Tolerable / Moderate Risk *(Relative Risk Priority 3.6 to 4)* : Relative risk priorities of a particular hazard event impacting on a community lower than 4 translate in very little risk for a largely prepared community. This combination equates to a ***tolerable / moderate risk*** and ***preparedness plans*** for these risks must be prepared.

Low Risk (*Relative Risk Priority ≤ 3.5) :* Relative risk priorities of a particular hazard event impacting on a community lower than or equal to 3.5 translate in a **low risk** indicating a prepared community, but on-going preparedness is still required.

OVERLEAF ISTHE 20013/14 DISASTER RISK SUMMARY TABLE WITH THE RELEVANT HAZARD PRIORITIES.

ANNEXURE A

PRIORITY ANALYSIS

	Importance	Urgency in terms of time	Growth potential
1	Not important at all	No immediate action required-time is not essential	If nothing is done the situation will improve quickly
2	Negligible	Some small interventions are required within the next month	If nothing is done the situation will improve slowly
3	Important	Some small interventions are required within the next week	If nothing is done the situation will stay the same
4	Very important	Some integrated actions are required within the next 24 hours	If nothing is done the situation will deteriorate slowly
5	Critical important	Immediate drastic actions required	If nothing is done the situation will definitely deteriorate quickly

- **Importance** is the relative significance given to it in terms of the community priorities and development plans or critical facility / vulnerable area.

- **Urgency** is how essential it is that something must be done immediately – the time factor or recovery time objective.

- **Growth potential** (escalation) is whether the situation will improve or deteriorate (will the effect of the situation become worse, stay the same or improve as time passes if nothing additional is done?

12. PRE-DISASTER RISK REDUCTION

Pre-disaster risk reduction is the primary objective of this Municipal Disaster Risk Management Plan. All Midvaal Departments must pursue disaster-risk reduction and mitigation in all their activities. The pre-disaster risk reduction responsibilities of each Department of Midvaal are described under Section 8 of this Plan.

12.1 PREVENTION AND RISK REDUCTION STRATEGIES

Integrated strategies must be developed and implemented covering disaster prevention and disaster risk reduction through the following:

- Policies and legislation
- Economic development programmes / IDP
- Risk reduction studies and projects
- Training and community awareness
- Environmental Impact Assessments
- Hazard management
- Community education and capacity building

Each Department is responsible for the compilation of pro-active Departmental Disaster Risk Management programmes to support disaster-risk reduction or elimination.

12.2 MITIGATION STRATEGIES

Integrated strategies must be developed and implemented covering disaster mitigation through the following:

- Insurance
- Recovery planning
- Early warning systems

12.3 DISASTER PREPAREDNESS

Integrated strategies must be developed and implemented covering disaster preparedness through the following:

- Recovery planning
- Emergency and contingency planning
- Drills, rehearsals and exercises
- Training and exercises
- Management and institutional arrangements
- Mutual Aid agreements
- Early warning systems

12.4 STANDARD OPERATING PROCEDURES (SOPs)

All Services / Entities are encouraged to formulate SOPs outlining the details of their own systems of operating / actions under especially emergency conditions and to create this awareness amongst its staff members. These will be linked to their Service's / Entity's Emergency Plans to expand on the specific operations required during a particular situation.

13. CLASSIFICATION OF DISASTERS

When an event of disaster proportions occurs or is threatening to occur in any part of Midvaal, the Municipal Manager will determine whether the event can be classified as a Local State of Disaster in terms of the Disaster Management Act,57 of 2002 and, if so, the Fire Department will immediately:-

- Initiate efforts to assess the magnitude and severity or potential magnitude and severity of the disaster;
- alert all the disaster risk management role-players in the municipal area that may be of assistance in the circumstances;
- initiate the implementation the disaster response plan or any contingency plans and emergency procedures that may be applicable under the circumstances of the threat; and
- inform the Sedibeng District Disaster Management Centre of the disaster and the initial assessment of the magnitude and severity or potential magnitude and severity of the disaster.

When informing the Director Sedibeng District Disaster Management, the ED Protection Services together with the MM may make recommendations regarding the classification of the disaster as may be appropriate in terms of Section 49 of the Disaster Management Act, 57 of 2002.

Irrespective of whether a local state of disaster has been declared or not, Midvaal is primarily responsible for the co-ordination and management of local disasters that occur in its area, in terms of Section 55 (1) of the Disaster Management Act, 57 of 2002.

Whether or not an emergency situation is determined to exist, municipal and other agencies may take such actions under this plan as may be necessary to protect the lives and property of the inhabitants of Midvaal.

Declaration of a local state of disaster:- In terms of Section 55 of the Disaster Management Act, 57 of 2002, in the event of a local disaster, Midvaal Council may, by notice in the Provincial Gazette ***declare a local state of disaster*** if existing legislation and contingency arrangements do not adequately provide for the municipality to deal effectively with the disaster, or if there are any other prevailing or special circumstances that warrant the declaration of a local state of disaster.

If a local state of disaster has been declared, Midvaal Council may make by-laws or issue directions, or authorise the issue of directions to:-

- Assist and protect the public;
- Provide relief to the public;
- Prevent or combat disruption; or
- Deal with the destructive and other effects of the disaster.

14. POST DISASTER RESPONSE AND RECOVERY (DISASTER RESPONSE PLAN)

14.1 DISASTER RESPONSE CO-ORDINATION

The Disaster Co-ordination Team (DCT) shall be convened in the (off-site) Disaster Operations Centre (DOC) when an emergency or disaster has occurred or is likely to occur, in accordance with the following parameters:-

- where the size or seriousness of the emergency seems beyond the capability of a Service, in the opinion of the most senior on-duty official of that Service, can be requested to activate the DCT,
- where the Head of such department is of the opinion that it is necessary to activate the DCT in order to effectively manage an emergency which has occurred or is likely to occur, the DCT must convene in the DOC,
- the activating Service shall, via the Disaster Operations Centre's, contact the Management Protection Services who shall immediately arrange to notify the designated members of the Disaster Co-ordination Team (DCT),
- the ED Protection Services / Chief Fire Officer shall request the DCT members to meet at the DOC at the Fire Department or at any other viable alternate centre should the DOC not be available for whatever reason,
- the DCT will evaluate the situation and collaborate with the Head of the Sedibeng DRM Centre regarding the need for a declaration of a Local State of Disaster, as well as the continued activation or standing-down of the DCT.

All incidents will be managed by the Disaster Co-ordination Team in accordance with the principles and guidelines contained in Midvaal Multi-Disciplinary Incident Management Plan (MIMP) and the DRMC DOC SOPs.

14.2 DISASTER OPERATIONS CENTRE (DOC)

All the co-ordination and response integration activities by the various responding disciplines will be managed from the Fire Department (Disaster Operations Centre) (DOC) whose functions and responsibilities are described under DOC's Standard Operating Procedures.

14.3 REQUESTS FOR PROVINCIAL AND NATIONAL GOVERNMENT ASSISTANCE

Under certain circumstances, National (including SANDF), Provincial Department and even International assistance, may be requested from the Gauteng Provincial Disaster Management Centre or the National Disaster Management Centre. This will be in the instance where the ***emergency / disaster have been declared a provincial or national state of disaster***, when a ***joint disaster management co-ordination system will be put in place***.

14.4 RECOVERY AND REHABILITATION OPERATIONS

Post-disaster recovery and rehabilitation operations, which may include reconstruction or redevelopment efforts, will normally take on the nature of special programmes and projects.

The different departments will assist with the identification of needs and will facilitate recovery and rehabilitation operations. The function or department with the most direct involvement in the operation will take responsibility for project management and delivery. Project Teams convened for these purposes must report to the Municipal Disaster Management Advisory Forum on a regular basis (as determined by the MDMAF).

In this regard the causal factors of disasters must be addressed and disaster prevention through risk elimination should be pursued in the rehabilitation, reconstruction or redevelopment efforts in order to avoid a repetition of the disaster.

15. REVIEWING & UPDATING OF THE MUNICIPAL DISASTER RISK MANAGEMENT PLAN

Midvaal will regularly review and update the Municipal Disaster Risk Management Plan, as required by Section 53 of the Disaster Management Act, 57 of 2002.

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HAZARD REGISTER (ANNEXURE A)

HAZARD IDENTIFICATION						HAZARD ANLYSES				
NO	HAZARD	Marking	Description (e.g. River overflowing)	Clisification number	Grid reference on Risk Mapper e.g. H3 or B4 - B6(WARD 1-14)	Likelihood (probability)	Frequency	Predictability	Magnitude	Hazard Index
1	Grass , Mamelo Infor. fires & floods (NKP) Transnet / randwater	A 1	1 Shack fire per month during winter time / graze land fires		WARD 1	3	3	3	3	4
2	Sebokeng Fuels	A2	Gas explosion /fuel fires		WARD 2	3	3	3	3	5
3	Residential area	A3	Formal fires & crime		WARD 3	3	3	3	3	2
4	Fire works factory /Opra Winfry	A4	Explosion / crime		WARD 4	3	3	3	3	2
5	Urban area	A5	Grass fires / crime		WARD 5	3	3	3	3	2
6	Informal settlements /chreches	A6	Informal fires		WARD 6	3	3	3	3	4
7	Urban area / Michle Rua & Aloe Ridge schl	A7	Structural fires / crime		WARD 7	3	3	3	3	4
8	Sicelo Informal settlement	A8	Informal fires		WARD 8	3	3	3	3	4
9	Formal residential area	A9	Structural fires / crime		WARD 9	3	3	3	3	4
10	Industrial area	A10	Industrial fires		WARD 10	3	3	3	3	4
11	Urban area	A11	Grass fires / crime		WARD 11	3	3	3	3	2
12	(NKP)Randwater/ Sebokeng breweries	A12	Structural fires / crime		WARD 12	3	3	3	3	4
13	Farms lands	A13	Grass fires / crime		WARD 13	3	3	3	3	2
14	Residential area	A14	Structural fires / crime		WARD 14	3	3	3	3	2

RISK SUMMARY TABLE FOR 14 WARDS (ANNEXURE A)

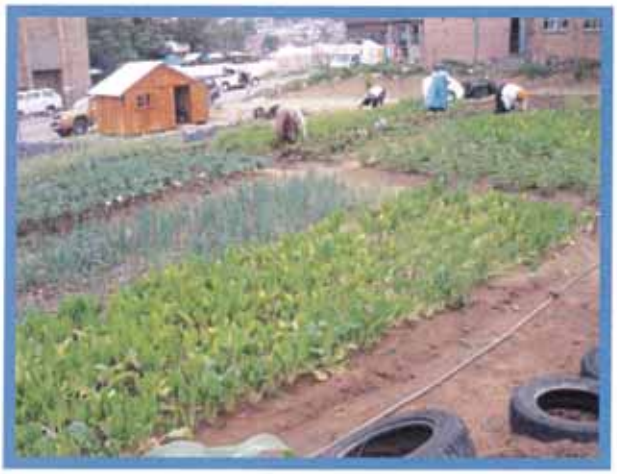
HIGH RISK AREA NO:			DISCRIPTION:																
No	Risk description (e.g. flooding of informal settlement)	Hazard Index	Vulnerability Index Table 2						Capacity Index Table 3						Resilience Index	Risk Score	Impor tance	Urgency	Growth Potencial	Priority
			Political	Economical	Social	Tech	Environ	Total	Institutional	Programme	Physical	People	Support	Total	Vulnerability ÷ Capacity	Hazrd x Resilience	Table 4	Table 4	Table 4	Importance + Urgency + Groth
Ward 1	Grass & Mamelo	4	1	2	3	2	2	2	1	2	1	1	2	1	2	8	3	1	4	8
Ward 2	Grass & Sebokeng Fuel	5	2	2	2	2	5	3	2	2	1	2	2	1	3	15	3	1	4	8
Ward 3	Residential(crime)	2	1	2	2	2	2	2	1	2	2	2	2	2	1	2	3	1	4	8
Ward 4	H.O.K Opra Winfry/Firework fact.	2	2	2	2	2	2	2	1	2	2	2	2	2	1	2	3	1	4	8
Ward 5	Grass/Crime/SAPS	2	2	2	2	2	2	2	1	2	2	2	2	2	1	2	3	1	4	8
Ward 6	Infor. Settlements/crech	4	2	2	4	2	3	3	2	2	2	2	2	2	1.5	6	3	1	4	8
Ward 7	Aloe Ridge/ Michle Rua	4	2	2	3	2	2	2	2	2	2	2	2	2	1	4	3	1	4	8
Ward 8	Sicelo/crime/fire	4	2	2	3	2	3	2	2	2	2	2	2	2	1	4	3	1	4	8
Ward 9	Residential/3 schools	4	2	2	2	2	2	2	2	2	2	2	2	2	1	4	3	1	4	8
Ward 10	Noldick Industrial	4	2	2	2	2	4	2	2	2	2	2	2	2	1	4	3	1	4	8
Ward 11	Grass/Crime	2	1	2	2	2	2	2	1	2	1	1	2	1	2	4	3	1	4	8
Ward 12	Randwater/ Sebokeng breweries	4	2	2	2	2	3	2	1	2	2	2	2	2	1	4	3	1	4	8
Ward 13	Farms/grass/crime	2	1	2	2	2	2	2	1	2	1	1	2	1	2	4	3	1	4	8
Ward 14	resedential/crime/chreches	2	1	2	2	2	2	2	2	2	2	2	2	2	1	2	3	1	4	8

ANNEXURE D

LED STRATEGY (Draft)

MIDVAAL LOCAL ECONOMIC DEVELOPMENT STRATEGY

DRAFT STRATEGY



MIDVAAL

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List of Acronyms

AsgiSA	Accelerated Shared Growth Initiative
CBD	Central Business District
CBO	Community Based Organizations
CSI	Community Social Investment
DPLG	Department of Provincial and Local Government
GDP	Gross Domestic Product
GRP	Gross Regional Product
IDC	Industrial Development Corporation
IDP	Integrated Development Plans
IGR	Intergovernmental Relations
LED	Local Economic Development
MEDS	Micro Economic Development Strategy
MIG	Municipal Infrastructure Grant
NDPG	Neighbourhood Development Partnership Grant
NGOs	Non-Governmental Organisations
NSDP	National Spatial Development Perspective
PGD's	Provincial Growth and development Strategies
PSDF	Provincial Spatial Development Framework
SDRC	Support Resource Mobilisation Centre
SETA	Sector Education and Training Authorities
SMMEs	Small Micro and Medium Enterprises

DEFINITION OF KEY CONCEPTS

Capability differences refer to differences between the technology (computer services, machinery that can be accessed etc.) and skilled labour that one area can offer to business, as opposed to another.

Comparative Advantage: refers to the ability of one business entity to engage in production at a lower cost, and with greater efficiency than another entity. Meaning that when compared to another entity, a business is better (in terms of quality of products, efficiency and profitability) at performing this function. This can also refer to the relative advantages one place/area has over another, based on its locality, unique characteristics and combination of resources in terms of its human, social, natural, financial and physical capital.

Competitive Place: This refers to places that are successful economically and have concentrations of specialised knowledge, support institutions, rival firms, related enterprises and sophisticated customers (Porter,1990).

Cost differences refer to costs of production and operation differing between various areas.

Gini Coefficient: Gini-Co-efficient measures wealth inequalities. The closer the index is to 100, the greater the inequality.

Economic Development: refers to the process of growth in total and per capita income, accompanied by fundamental changes in the structure of economies. The main objective of economic development is to raise the living standard and general well-being of the people in the economy.

Economic Growth: refers to the steady process of increasing production capacity of the economy and hence of increasing national income.

Economies of agglomeration: describes the benefits that firms can obtain when locating near each other. It is related to the idea of economies of scale and network effects, in that the more related firms are clustered together, the lower the cost of production, and the greater the market that the firm can sell into.

Executive Summary

The Midvaal Local Municipality (GT422) is one of three local municipalities situated within the Sedibeng District Municipality, the other two being the Emfuleni (GT421) and Lesedi Local Municipalities (GT423). Midvaal Local Municipality is a Category B municipality as defined in the Municipal Structures Act.

Midvaal Local Municipality is located in the southern parts of Gauteng Province and is bordered by two provinces, namely the Mpumalanga Province to the east and the Free State Province to the south.
The Dipaliseng Local Municipality (MP306) is located to the east of Midvaal and the Metsimaholo Local Municipality (FS204) and Emfuleni (GT 421) lies to the south. The City of Johannesburg Metropolitan Municipality and Ekurhuleni Metropolitan Municipality are situated to the north and north east.
The Constitution provides for 'developmental' local government and Local Economic Development, which can be defined as a process by which public, private and community role players within a specific area (such as Midvaal) manage their shared resources in a manner that is suitable and equitable through an inclusive and participative process. This process should ideally be based on partnership arrangements and the development of institutional thickness and social capital of the local community.
The ultimate objective of local economic development should be to promote economic growth, create jobs and improve the quality of life of all residents in a specific area.

The Midvaal Municipality's vision as contained in the 2011/12 IDP is: "***MIDVAAL WILL BE RENOWNED FOR ROBUST ECONOMIC GROWTH AND A HIGH QUALITY OF LIFE FOR ALL***". This vision guiding the Municipality's Integrated Development Plan (IDP), relates well to the objectives of local economic development at a national and provincial level.

A set of goals/imperatives were identified for the formulation and monitoring of economic development strategies and these include sustainable economic growth; job creation; human resource development; poverty alleviation and Broad Based Black Economic Empowerment (BBBEE).
From the public sector perspective, sustainable economic growth and job creation are generally the outcome of a strategy (recognizing that municipality cannot create jobs, except through direct employment). The following strategies are proposed and are further elaborated in the study:

- Growth of Economic Sectors with Comparative Advantage
- Education, Skills Development and Training
- Business Development and Support
- Spatial Planning and Township Development
- Poverty Reduction

Midvaal has a number of challenges and opportunities influencing its potential to develop its economy. The key challenge faced by Midvaal is to broaden its economic base and continuously improve the quality of life for all its residents, particularly among the historically disadvantaged communities, evidenced by the increasing gap between the rich and the poor and high levels of unemployment.

Economic Growth Sector Strategy

Midvaal's economy is mainly driven through financial services, government, manufacturing and trade. Midvaal is endowed with the potential to diversify its economy and grow manufacturing, trade, tourism, agriculture and construction. Specific strategies regarding these opportunities are included in the overall strategy.

The role of the second economy is not adequately determined, and as such is it difficult to present

appropriate strategies. What is important is that engagement with the second economy should be ongoing to assist their migration to expansion and ultimately be assimilated in the formal economy.

Education, Skills Development and Training Strategy

The ability of individuals to participate meaningfully in the economy depends on their levels of education, skills and training received. Lifelong education, training and skills development programmes should be pursued from early childhood to adulthood, in order to close the gap between required levels and availability of skills. Education, skills and training when matched to market demand, is a springboard to economic development and a better quality of life for all Midvaal residents. In order to stimulate investment and create jobs it is important that Midvaal retains and grows its current businesses, while attracting new businesses into the area. The municipality also has a facilitation role to play with regard to internal mentorship and apprenticeship programmes.

Business Support and Development Strategy

Midvaal has a number of established local, national and international businesses operating within the area. It is important that Midvaal remains a viable location for business operations, so that it can retain and grow existing business, and at the same time attract new business. Most businesses in Midvaal are SMME's; these are important because they are locally-owned and therefore the source of employment and income generation for a considerable portion of the workforce. Midvaal has the potential to market itself as a viable location for business and attract investment, which should absorb local labour and improve local buying power. Beyond attracting large businesses, the area has the potential to expand SMME's, which will play an important role in developing the local economy and lead to self sustainability.

Spatial Planning and Township Development

Space has a direct impact on the ability of local communities to access economic opportunities as well as the rate at which assets, such as land, increase in value. A wide range of spatial development strategies should be pursued in order to restructure the space economy of townships, and these include the following:

- Linking the Development of Towns to their Growth Potential
- Increase linkages with the CBD and attract Private Sector Investment to Townships
- Creating business opportunities for emerging SMMEs within the existing CBD
- Land Use Management and Business Licensing

The nature, form and location of low-income residential areas have a direct impact on their ability to attract private sector investment, associated employment opportunities and possibly SMME developments. The future development of towns, and in particular the extension of townships should be linked to their growth potential. Spatial planning measures to improve transport linkages between the CBD and townships should also be explored. Coupled with this is the need to significantly improve the quality of community facilities and capitalize on open spaces in townships, with the objective to increase the asset value of properties located there. Also of importance is the need to create business opportunities for emerging SMMEs within existing CBDs. Land use contraventions and licensing measures impacting negatively on the operation of businesses should be identified and reduced.

Poverty Reduction Strategy

Understanding poverty is important because poverty reduction is a critical pre-condition for economic development. Poverty can best be describes as "...more than lack of income. Poverty exists when an individual or household's access to income, jobs and/or infrastructure is inadequate or sufficiently unequal to prohibit full access to opportunities in society. The condition of poverty is caused by a range of

social, economic, spatial, environmental and political factors".[1]

The assets that form part of the approach for poverty reduction are: social, natural, financial, physical and human capital. It is important that poverty be reduced through adopting an approach that will sustain improvements in quality of life. Through focusing on the development of assets, as opposed to the expansion of welfare programmes, individuals are allowed the opportunity to break the vicious cycle of poverty. It is also important to ensure equitable and sustainable development throughout the municipality, and mitigate the migration of poor residents from neighbouring areas into Midvaal.

Implementation Framework

The proposed implementation framework explores options regarding public-private partnerships, the role of Midvaal Local Municipality, the proposed Business Support Resource Mobilization Centre, the need to identify and engage specialists in developing key products and the prospects of a local development agency.

The formulation of the Midvaal LED Strategy is another step in the municipality's endeavors to develop the local economy. The proposed role of the municipality goes further than the traditional service delivery (which is a critical precondition for economic growth) to facilitating appropriate public private partnerships and lobbying other resources for various development initiatives. The intention is for this document to be considered and adopted by Midvaal Council, to secure funding where required and then to proceed with implementation actions. The identified implementation interventions vary considerably, highlighting the fact that a wide range of strategies are required. The ultimate goal is to ensure sustainable growth of the local economy and to create increased economic opportunities for all residents, in particular those that are impoverished.

CHAPTER 1: BACKGROUND AND PROCESSES

The Midvaal Local Municipality (GT422) is one of three local municipalities situated within the Sedibeng District Municipality, the other two being the Emfuleni (GT421) and Lesedi Local Municipalities (GT423). Midvaal local Municipality is a Category B municipality as defined in the Municipal Structure Act. Midvaal Local Municipality is located in the southern parts of Gauteng Province and is bordered by two provinces, namely the Mpumalanga Province to the east and the Free State Province to the south. The Dipaliseng Local Municipality (MP306) is located to the east of Midvaal and the Metsimaholo Local Municipality (FS204), and Emfuleni Local Municipalities (GT 421) lies to the south and south west. The City of Johannesburg Metropolitan Municipality and Ekurhuleni Metropolitan Municipality are situated to the north and north east.

1.1 BACKGROUND & STRATEGY FORMULATION METHODOLOGY

Midvaal Department of Development, Planning & Housing is to develop a Local Economic Development Strategy for the Midvaal Municipality. The process includes the following:

- Economic sector analysis;
- Economic evaluation and identification of key challenges;
- Formulation of economic development strategies;
- Implementation framework, IGR (Intergovernmental Relations), monitoring and evaluation;

The *Midvaal Local Economic Development Strategy* is to be developed through a participative process involving a range of key role players. The process should be guided by a Steering Committee, chaired by the Municipal Manager. Workshops needs to be held during the course of the study in order to ensure participation in the process.

Extensive fieldwork, which includes interviews and discussions with a wide range of role players active in the Midvaal area, is required. The intention should not be to undertake a quantitative survey, but rather to obtain qualitative perspectives from local role players and to contextualize the desktop profile. The bilateral discussions with public, private and NGO role players will generate further insights and details with regard to Midvaal's economic development challenges. These interactions will also directly inform areas where strategy formulation is required and provide the opportunity to ascertain the capacity these role players have to partake in the implementation process. The participation of role players will also contribute towards a more informed understanding of the local context and ensured that the eventual strategy is tailored to the specific needs of the Midvaal community.

The draft Midvaal LED Strategy should be made available for public input and the comments received are to be incorporated in the report. The draft report is then to be submitted to Council for consideration and approval. The Final Midvaal LED Strategy should be published on the Midvaal Web-site amongst others.

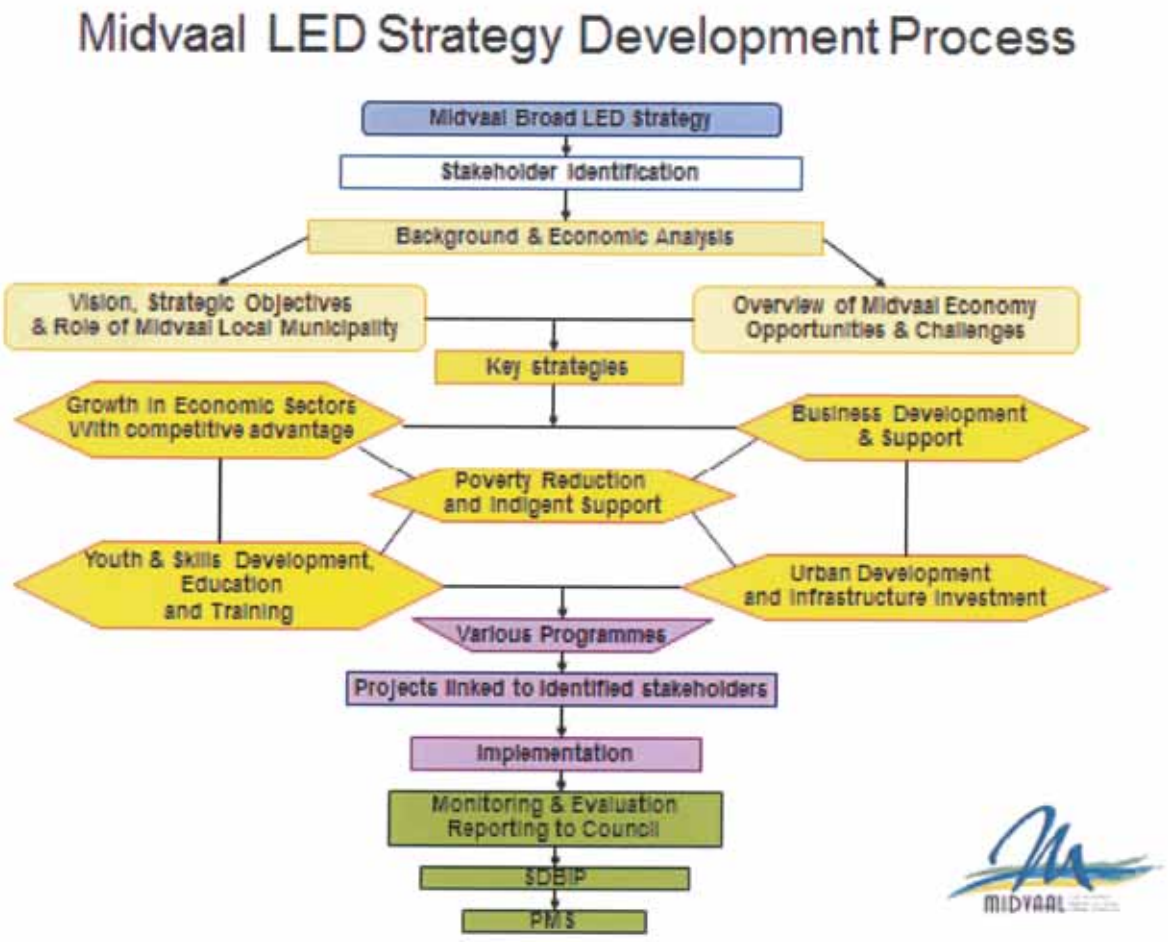
The figure below represents the proposed approach to be followed in preparing the Midvaal Local Economic Development Strategy. As can be noted, the report includes the

setting of a vision, strategic objectives and an overview of the Midvaal economy. The focus of the document is on five key strategies, i.e;

- growing key economic sectors;
- education,
- skills development and training;
- business development and support;
- Spatial planning and township development
- poverty reduction.

The implementation aspects of these strategies are also considered. The LED Strategy should not be limited to these objectives only and further objectives can be included once the vision has been defined.

Fig. 1 Proposed Method: Midvaal Economic Development Strategy


Midvaal LED Strategy Development Process
Midvaal Broad LED Strategy
Stakeholder Identification
Background & Economic Analysis
Vision, Strategic Objectives & Role of Midvaal Local Municipality
Overview of Midvaal Economy Opportunities & Challenges
Key strategies
Growth in Economic Sectors With competitive advantage
Business Development & Support
Poverty Reduction and Indigent Support
Youth & Skills Development, Education and Training
Urban Development and Infrastructure Investment
Various Programmes
Projects linked to identified stakeholders
Implementation
Monitoring & Evaluation Reporting to Council
SDBIP
PMS
MIDVAAL

1.1 WHAT IS LOCAL ECONOMIC DEVELOPMENT?

LED can be understood in a number of ways, a description of LED, which clearly highlights the salient features of local economic development, is generally accepted to be the following:

'Local Economic Development can be described as a process by which public, private and community role players within a specific area manage their shared resources in a manner that is sustainable and equitable through an inclusive and participative process. This process should ideally be based on partnership arrangements and could include the formation of new institutions, the development of alternative industries, the improvement in capacity of existing employers to produce better products, the development of new markets, the sharing of knowledge, as well as the promotion of new firms and businesses.' (Blakely, 1994)

From the above description it is clear that LED is essentially about building partnerships between role players within a shared area. These partnerships are necessary in order to identify the best means to use the resources that they share. These resources ultimately need to be used in a way that is sustainable and equitable. What the above description perhaps does not explicitly highlight is that beyond sustainability and equitability, LED is essentially about bringing economic benefits and an improved quality of life for *all* residents within an area. Since there can be no way of measuring our success in achieving our goals if we do not know what our goals are, it is essential that any LED strategy be founded in the primary goal of improved quality of life for all. The recognition of this fact will ensure that economic growth is not pursued as an end to itself, but rather as a vehicle through which an improved quality of life can be facilitated, particularly for the poorer residents. This is also essentially the difference between economic growth and economic development.

This document deals in essence with this process; from understanding the policy context, the problem analysis, setting the vision and development of the strategy as well as its implementation. The formulation of potential projects that may emanate from the strategies are not included in this study.

1.2 STRATEGIC GOALS FOR LED

A Local Economic Development strategy that pursues an improved quality of life for all residents should incorporate the following five strategic goals:

Sustainable Economic Growth has to focus on investment and growth that is based on the appropriate, effective and efficient development and utilisation of Midvaal's human, physical, natural, financial and social resources - in essence its comparative advantage. Developing comparative advantages should be based on using resources that are renewable and growth has to facilitate broad-based access and participation in the local economy, in order to promote equitability and sustainability. Equitability refers to the equal distribution of economic opportunities without prejudice and sustainability refers to the utilization of resources in a manner that does not compromise the ability of future generations to address their specific needs (Agenda 21 definition).

Job creation has to focus on initiatives that create meaningful, sustainable and long-term employment opportunities; and be based on meaningful skills development and training.

Education, Training and Skills Development should be an integral part of an LED strategy and should include both formal and informal mechanisms such as mentoring and ongoing in-service training. This should be geared at developing technical and life orientation skills that encourages career growth and entrepreneurship, while the promotion of excellence in the execution of work is imperative. Investing in human resources requires increasing the capacity and ability of local education and vocational training institutions to provide the required services to the local population. Investment in human resources should promote greater equality

and equity for all in terms of access to education and training facilities; it should consciously work towards addressing the specific needs and shortcomings of historically disadvantaged individuals and communities.

Poverty Reduction has to focus on the sustainable livelihoods approach as opposed to a 'welfare' approach. While the emphasis of poverty alleviation is on mechanisms such grants and donations, poverty reduction considers more sustained and long terms solutions. Recent initiatives in this regard focuses on facilitation of access to human, financial, natural, social and physical assets as key components of household's sustainable livelihood. The provision of support to indigents, in an attempt to reduce the number of indigents within the municipality also falls within this category.

Broad Based Black Economic Empowerment has to lead to economic empowerment that not only benefits a few; it should ultimately increase broader based participation and ownership for the majority of disadvantaged communities and individuals in the local economy. BBBEE should focus on partnership initiatives that result in skills transfer and capacity building; that contributes towards the reduction of the gap between the "haves" and "have-nots". The requirements of the BBBEE Act 53 of 2003, the National Sector Charter as well as the *Codes of Good Practice* should be taken into cognizance. Particular focus is required on key growth sectors and industries of relevance to Midvaal such as agriculture; manufacturing; wholesale, retail trade (formal and informal), catering and accommodation as well as in finance, property, construction and business services.

1.3 MIDVAAL MUNICIPALITY IDP AND VISION

OUR VISION

Midvaal will be renowned for robust economic growth and a high quality of life for all.

OUR MISSION

We strive to enhance and sustain the quality of life in our urban and rural areas, promoting an open opportunity society for all that will result in robust economic growth.

The vision guides the Municipality's Integrated Development Plan (IDP) for 2011 t0 2016, which is a reflection of:

A Municipality that "Works"

- Well Governed and Managed
- Financially viable and sustainable
- Open, Transparent and Accountable
- Accessible, Responsive and Caring
- Efficient, Effective and Capable
- Creating an environment that is conducive for growth

A Southern Focal Point as the fastest Growing and Developing Municipality

- Sustainable delivery of quality, affordable services, including free basic services
- An integrated and diverse economy that provides opportunities for all
- Integrated Spatial Planning that promotes economic and social inclusion
- Well planned and controlled environment

A Place to be

- High quality of life
- Universal access to basic services

- Energy Efficient and environmentally conscious
- Sustainable and Integrated communities
- Safe and Secure environment

1.4 THE ROLE OF THE NATIONAL GOVERNMENT IN LED

To ensure the success of LED, national government must:

- Co-ordinate and align support to municipalities for LED through the IDP process
- Provide support to municipalities to implement their developmental mandate
- Provide the overall legislative and regulatory framework for LED
- Maintain strong inter-governmental relationships and institutions
- Provide the necessary resources to municipalities for the implementation of LED
- Disseminate information to provincial and local government about LED
- Increase administrative efficiency (such as access to land and finances), and
- Monitor the outcomes and impact of municipal led LED activities.

1.5 THE ROLE OF THE SEDIBENG DISTRICT MUNICIPALITY IN LED

Sedibeng District Municipality can play an important role in LED by taking advantage of economies of scale within a broader geographic region. The Sedibeng District Municipality should also provide a significant co-ordination and support role to the three local municipalities. District Municipalities have the following responsibilities:

- Plan and co-ordinate LED Strategies within the framework of IDP's
- Establish an LED structure, representing the district and local municipalities, to foster co-operation and co-ordinate LED policies, strategies and projects within the district [as reflected in the Sedibeng Growth and Development Strategy (GDS)]
- Identify lead LED sectors that can kick-start development within districts
- Promote joint marketing, purchasing and production activities

1.6 THE ROLE OF THE MUNICIPALITY'S IN LED

The role of the municipality in local economic development is informed by a range of national, provincial and local policy and strategy frameworks

<u>The New Growth Path</u>

South Africa's economic policy, defined by the New Growth Path (NGP) starts by identifying where job creation is possible, both within and across economic sectors. The NGP, launched by the President in 2009, in summary, focusses on the creation of five million jobs over the next 10 years, especially in the green economy, agriculture, mining, manufacturing and tourism. Infrastructure investment will focus on energy, transport, communication and housing. The aim is to target limited capital and capacity so as to maximize the creation of decent work opportunities using both macron and micro economic policies to create a favorable environment.

The NGP specifically highlights how and where the state can accelerate job creation.

- Short term: Direct Employment Schemes, Targeted subsidies and/or a more expansionary macro-economic package.
- Short-to-medium-term: Support labour absorbing activities, especially in the agricultural value chain, light manufacturing and services.
- Long-Term, as full employment is achieved: Increasingly support knowledge- and capital intensive sectors in order to remain competitive.

The Constitution and White Paper on Local Government

The municipality's role in LED is set out in the Constitution and in the White Paper on Local Government (1998).

The Constitution states that: "the duty of a municipality is *to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community*"

The Municipal Systems Act.(2000)

The Municipals Systems Act, 2000 made integrated development planning compulsory, and legislated a number of key LED functions, roles and responsibilities. The aim of the Act is to provide for the core principles, mechanisms and processes that are necessary to enable municipalities to move progressively towards the social and economic upliftment of local communities.

National Spatial Development Perspective (NSDP)

The rationale of the NSDP is that, in order to maximise return on investment, it is proposed that government focuses investments in relatively few areas that demonstrate positive agglomeration economies and economic potential. In areas of low economic potential but high need, government should maintain the current distribution of fiscal resources, but shift investment into less fixed assets. In other words, only basic levels of infrastructural services should be provided and the additional money should focus on providing skills development, labour-market information and other resources to enable people living in these areas to access economic opportunities within the area and elsewhere. In complying with the guidelines of the NSDP, part of the economic analysis and status quo assessment would be to provide recommendations concerning the type of investment mix (viz. infrastructure and social), which they should receive.

DPLG LED Strategy and Municipal IDP

The role of municipality in local economic development (according to the National Department of Provincial and Local Government (dplg) is that it should: improve the social environment through developing social capital; assist with the development of co-operatives that will provide communities with the capacity to fend for themselves; support SMME development; prepare and implement technically good, viable and sustainable LED components for their Integrated Development Plans (IDPs), in alignment with the Provincial Growth and Development Strategies (PGD).

The role of the municipality is clearly one of facilitation; its function is to create an environment in which economic opportunities can increase, without being directly responsible for creating the opportunities themselves. It can stimulate business expansion and creation through the support it provides. The municipality can provide premises at low rent, or compile brochures on local investment opportunities, or provide key venues to promote initiatives for emerging SMMEs. It also plays the role of coordinator, using the IDP to draw

together the developmental objectives, priorities, strategies and programmes of a municipality. The municipality can use the IDP to ensure that LED initiatives are coordinated with other municipal programmes, and appropriately linked to national and provincial initiatives.

1.7 *THE ROLE OF THE COUNCILOR IN LED*

Within the developmental local government framework and in relation to LED, the roles of councilor could include the following aspects;

- Reviewing and evaluating policies and programmes existing within the municipality, such as the IDP, LED Strategy, SDF and Sector, Nodal and Precinct plans
- Driving the Process of developing shared vision and understanding of LED within the Council, municipality and among stakeholders.
- Review the positioning of the LED unit within the municipality and ensure that it is placed in a way that ensures sufficient cross-cutting influence of LED in other relevant areas of local government
- Work and engage with local stakeholders and administration to develop recommendations to improve LED policies and programmes in line with the objectives of local government and for a more prosperous area.

1.8 SUMMARY

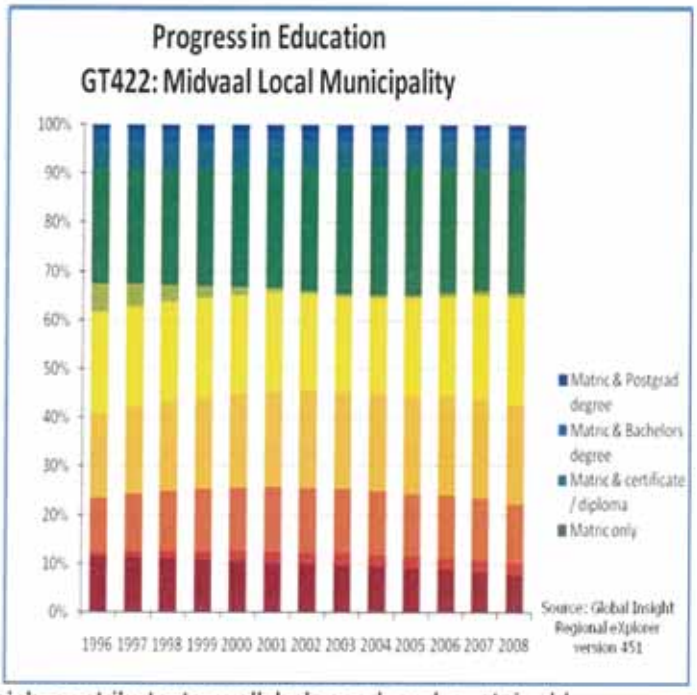
LED is essentially a process of achieving a better quality of life for all South Africans. The description of LED national and provincial policies; as well as the Midvaal's IDP and vision, provides a conceptual guide for developing the Midvaal LED Strategy. The following chapter provides a brief overview of the Midvaal economy, and is based on information as contained in the Midvaal IDP.

CHAPTER 2: BRIEF OVERVIEW OF THE MIDVAAL ECONOMY

2.1 OVERVIEW OF THE MIDVAAL ECONOMY

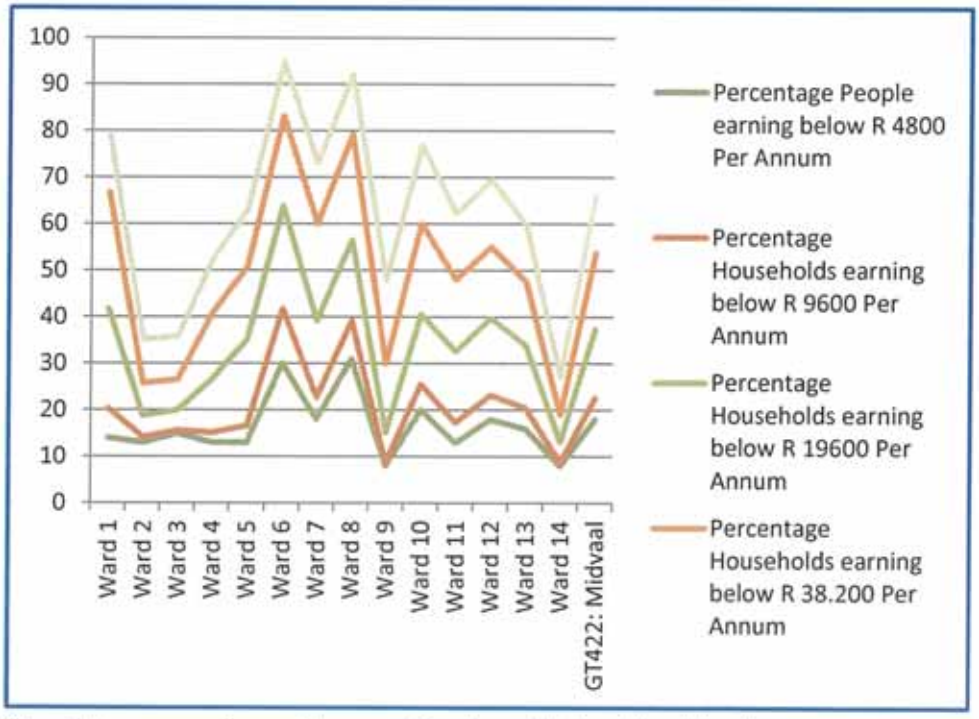
The Midvaal has a population of 95 301, according to the 2011 sensus, of which 58% are African (or Black population group), and 39% is white.

The human development index (HDI) is a composite of life expectancy, adult literacy, school enrolment and GDP per capita. The closer an area's HDI is to 1 the higher its level of human development. With estimated HDI of 0.64, the Midvaal Local Municipality may be regarded as an area with a high level of human development, as opposed to the 0.56 of Lesedi Local Municipality and the 0.6 of Emfuleni Local Municipality. Source Global Insight 2009



In terms of progress in Education the Figure adjacent clearly reflects a sharp decline in no or limited schooling between 1996 and 2008, thus interpreted that access to education facilities such as schools, libraries etc. are creating a society in Midvaal LM where very few people has no schooling opportunities, which contribute to well balanced and sustainable community. This trend continued with as little as 4% of the Midvaal population has no schooling in 2011.

Unemployment Midvaal has declined to 18.8 percent. This rate is relatively lower than national estimates, which are in the order of 25-30 percent. According to the 2011 Statistic Survey as released by Statssa 18 percent of households in Midvaal have an income of less than R 4 800 per annum. The Gini coefficient, which measures the gap between the income of the rich and the income of the poor, is estimated to be 0,73 in Midvaal. Midvaal has a number of large national and international businesses



operating in the area. Many of these businesses are in the area as a result of Midvaal's proximity to the Johannesburg, City Deep, OR Tambo International Airport and the variety of important national and regional roads such as the N3, N1, R59 and R82, along with the availability of land within the area, makes it attractive to developers. Midvaal's location allows big businesses to be close to markets, as well as suppliers, located in the Gauteng City Region. The location also allows access to international markets through the close proximity to OR Tambo International Airport and City Deep Container Depot. A further advantage is the relative accessibility of railway lines, gaslines and water.

2.2 SOCIO-ECONOMIC SECTOR ANALYSIS

The following is a summary of the socio-economic analysis of Midvaal Local Municipality.

POPULATION OF MIDVAAL LOCAL MUNICIPALITY AND DISTRIBUTION OF POPULATION / POPULATION GROWTH

The Midvaal LM population has a total population of **95 301** people. The table below illustrates the population distribution by population groups in Midvaal LM.

Population Group	1996	2007	2011	Year-on-year growth
African	23,686	52,882	55643	3.58
Coloured	508	1,095	1558	4.21
Asian/Indian	218	99	750	4.13
White	28,267	29,367	36869	1.46
Total population	**52,679**	**83,443**	**95 301**	**2.78**

(Source: Stats SA 1996 census and 2007 Community Survey, Statssa 2011 census)

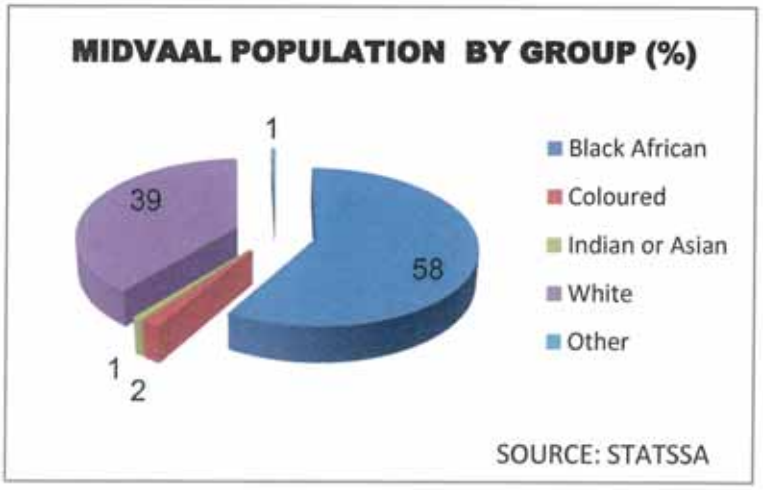
Midvaal's total population grew from 52 679 people in 1996 to 95 301 people in 2011, according to the 1996 & 2011Census. The year on year growth in this period was in the region of 2,78%.

It is clear from the above Figure that the black and coloured population groups grew the most with a year-on-year growth of 3,58% and 4,21 % respectively. A very small Indian population has increased with a year on year growth rate of 4.13 % whereas the white population group was basically maintained at a year-to-year growth rate of 1,46%.

POPULATION COMPOSITION

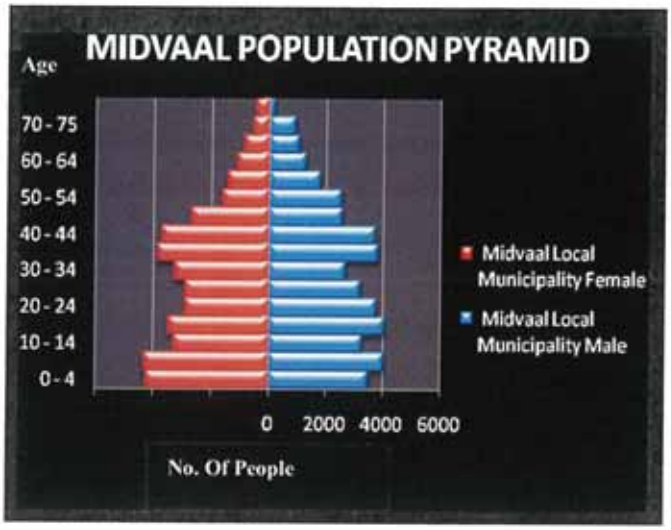
It can be seen from the Figure below that the African population group make up 64% of the total population of Midvaal, with the white population group being the second biggest group comprising 35% of the Midvaal population.

The coloured community forms approximately 1 (one) percent of the total

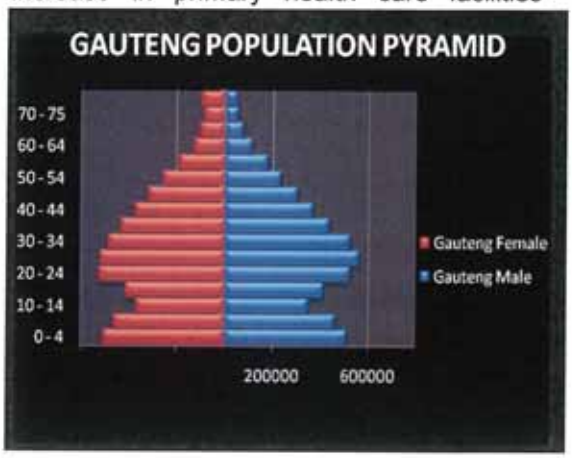


population and the Indian population less than 1 (one) percent, of the population.

The population pyramid of Midvaal, if compared to that of Sedibeng and Gauteng, shows some direct correlations but does differ in certain aspects. The most obvious correlation is the relatively large youth base, (people between the ages of 0 and 14).



This is a clear indicator that the community is a young (or growing) population. This means that there is a growing need for educational and social infrastructure in the years to come. Young children are on average more dependent on health facilities and an increase in primary health care facilities



should thus be planned for.

The growing population will result in a bigger labour force during the next 5 to 10 years, which is important for job creation/opportunities.

The down side is that if the economy cannot supply adequate numbers of jobs, the unemployment rate will continue to rise and emigration from Midvaal to mainly Johannesburg and Ekurhuleni is most likely to continue with people seeking work.

(Source: Global Insight, 2009)

The challenge laid before the LED Strategy is to address the needs of the growing labour force by creating sufficient new sustainable, well-paying jobs to meet the demand.

FUNCTIONAL LITERACY

Above 60% of the total population of Age 20+ in Midvaal LM area of jurisdiction has a literacy of grade 7 of higher. The result is that the majority of residents have achieved functional literacy and can for that reason be developed through a number of skills-development programmes.

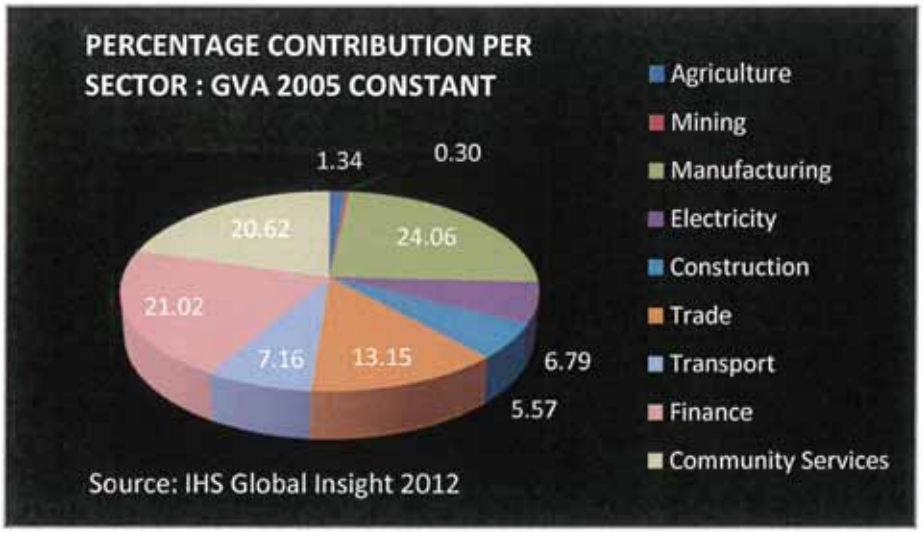
ECONOMIC ANALYSIS

SECTORAL ANALYSIS

Gross Value Added Constant Prices 2005 (R 1000)	1996	2011
Primary Sector		
Agriculture	37948	43400
Mining	14793	9670
Secondary Sector		
Manufacturing	548530	779272
Electricity	177039	219890
Construction	71513	180432
Tertiary Sector		
Trade	244884	426111
Transport	113673	231812
Finance	305972	681028
Community Services	499864	667814

(Source: Global Insight, 2009 & 2011)

The percentage contribution of economic sectors to the total GVA is used to measure how much each sector has contributed to the economy's GVA. The lowest contributing sector to the district's GVA was the mining sector, indicating that mining is not active in the Midvaal municipality. The table below illustrates the contribution of the three (3) major sectors to the total district economy.



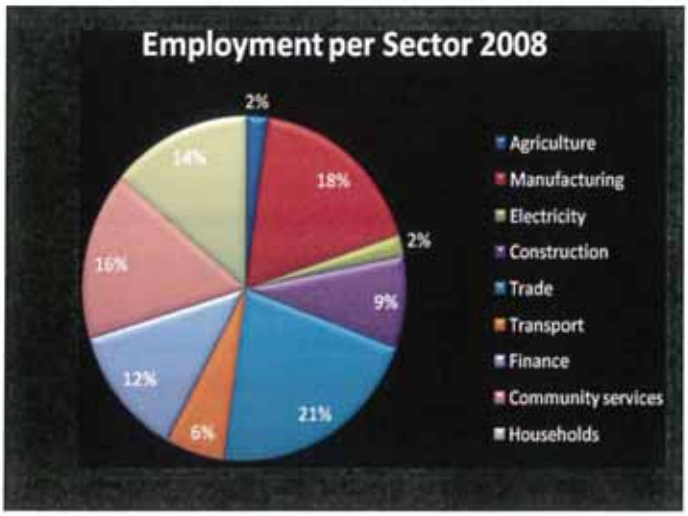
PRIMARY SECTOR

The primary sector of the economy consists of the agricultural as well as the mining sectors. Mining contributes 0.30% while agriculture contributes 1,34 % to the Midvaal LM GVA and together contributing 1,64%. The Midvaal Local Municipality has recognised the decline in contribution that the agricultural sector contributes to the GVA and therefore adopted an agricultural policy to protect agricultural land (Food Security).

SECONDARY SECTOR

The secondary sector of the economy consists of manufacturing, electricity and construction. The manufacturing sector is the largest contributor to the Midvaal Local Municipality's GVA, which contributes 24,06% followed by Electricity and Construction contributing 6,79% and

5.57% respectively The Midvaal Local Municipality has recognised the potential that this sector could further contribute and therefore adopted the R59 Strategic Framework to promote the R59 Development Corridor. The spill over effect is that persisted commercial and industrial development would result in increased housing demand and the resultant residential development would further contribute to the broadening of the property rates base.



TERTIARY SECTOR

The tertiary sector is basically the services sector as well as the governmental sector which contributes 61,95% to the Midvaal LM GVA, with finances and community services the two largest contributors.

EMPLOYMENT

The figure illustrate that the mayor employment sectors are finance (23%) followed by manufacturing (18%) and the lowest employment sector is agriculture and Electricity (2%), respectively.

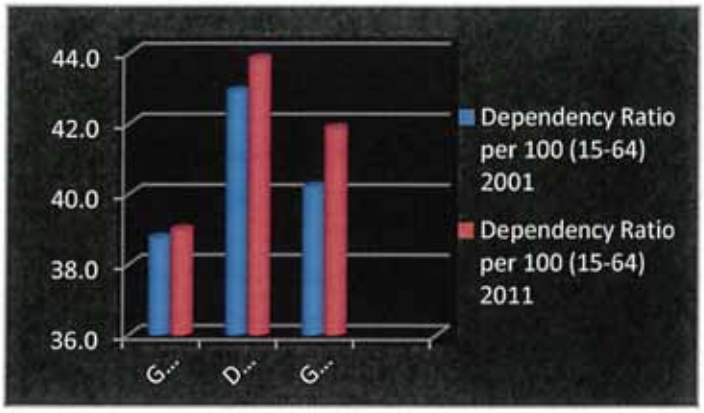
(Source: Global Insight, 2011)

LABOUR

Labour-force participation rate refers to the number of people in work and unemployed whom actively are seeking work, as a proportion of a specified baseline population. The participation rate is important in determining the number of individuals who are willing to work, are working, or are actively seeking for work. Those who have no interest in working are not included in the participation rate. The labour force participation rate for Midvaal is nearly as high as that of Gauteng and much higher than that of Sedibeng DM.

ENTITY	POPULATION (15-64 YEARS)	LABOUR FORCE	LABOUR PARTICIPATION RATE
MIDVAAL LM	46 068	32 176	69.84
SEDIBENG DM	556 028	354 242	63.71
GAUTENG PROVINCE	6 400 482	4 554 389	71.16

LABOUR DEPENDENCY



The Labour Dependency Ratio is the ratio between the number of people in a population group between the ages of 15 and 64 and the dependent population of that group: children (0-14) and elderly people (65 and over). This indicator is used as a guide to quantify the ratio between the economically active population and those they must support. This indicator gives insight into the amount of people of non-working age compared to the number of those of working age. A high ratio means those of working age - and the overall economy - face a greater burden in supporting the aging population.

Midvaal and Gauteng has on average a lower dependency ratio than Sedibeng District but what is significant is the high escalation in the labour dependency ratio in Midvaal (from 40,2% in 2001 to 41,9% in 2011).

UNEMPLOYMENT OVERVIEW

South Africa has a very high current unemployment rate. In September 2007, the official unemployment rate nationally was 23%. This is based on a narrow definition that includes only those adults who had actively looked but failed to find work in the four weeks preceding the survey. An expanded definition of unemployment, which includes working-age adults who are unemployed but did not actively look for work in the month preceding the survey (referred to as "discouraged work-seekers"), gives a much higher, and more accurate, indication of unemployment: in September 2007 the Labour Force Survey found that some 7.4 million working-age adults were unemployed according to the expanded definition (i.e. they wanted to work but were not actively looking).

Two-thirds were women, predominantly in their 20s and early 30s – the child-bearing years. Another 9.8 million people were "not economically active" in that they were studying, disabled, 'housewives', stayed at home by choice, and so on. The extent to which unemployment affects children is demonstrated by this indicator, which shows how many children have an employed adult living in the same house, and conversely, how many children live in households where there is no adult income earner at all.

Having an employed adult in a household is important because of the resources that wages bring into a family, and the kind of stability and security that wage employment offers. Apart from providing regular income, benefits can include health insurance, unemployment insurance, and maternity leave. There may be many parents who work in a different location than that where their children live, who send money to their children's gaurdian or caregivers at home. The fact that a working parent is living elsewhere means that they have two households to support.

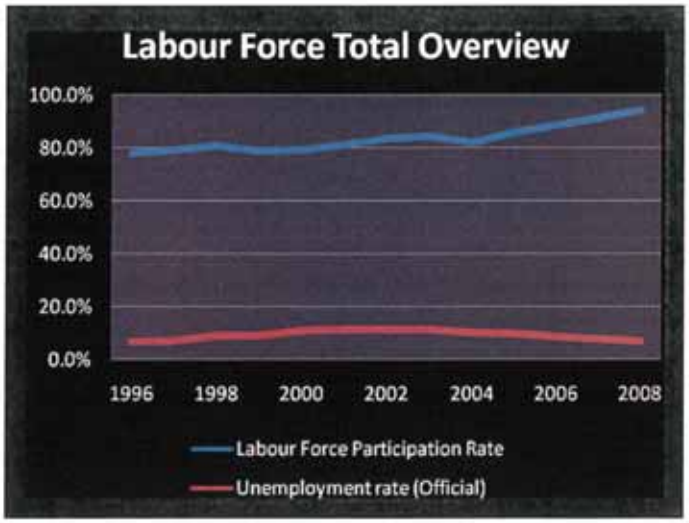
In 2007, some 62% of children in South Africa lived in households with at least one working adult. The other 38% (nearly 7 million children) live in households where no adults are working. There has been little change from 2002 to 2007, with the proportion of children who live in unemployed households hovering around 40%, despite a decrease in the official unemployment rate from 30% to 23% over the same period. This indicator is very closely related to the income poverty indicator; in that provinces with relatively high proportions of children living in unemployed households, also have high rates of child poverty.

The Eastern Cape and Limpopo have the highest rates of unemployment, and the largest proportions of children living in poverty. While 88% of children in the Western Cape and 82% in Gauteng are co-resident with at least one working adult, only 51% of children in the Eastern Cape and 41% in Limpopo have an adult income-earner living with them.

LABOUR FORCE OVERVIEW

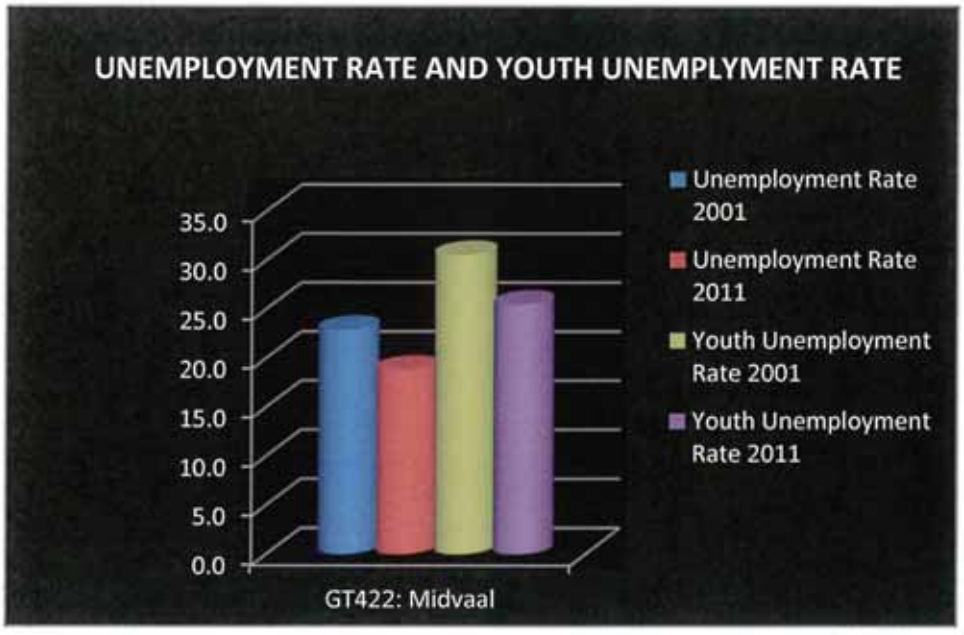
In terms of the Figure there exists a clear relationship between the unemployment rate and labour force. It is evident that unemployment has a gradual decline, however after 2004 the labour force participation rate increased, which directly influences the unemployment rate.

This can possibly also be linked with new investment in the area in terms of residential as well as business developments.



(Source: Global Insight, 2009)

MIDVAAL UNEMPLOYMENT OVERVIEW



(Source: Global Insight, 2011)

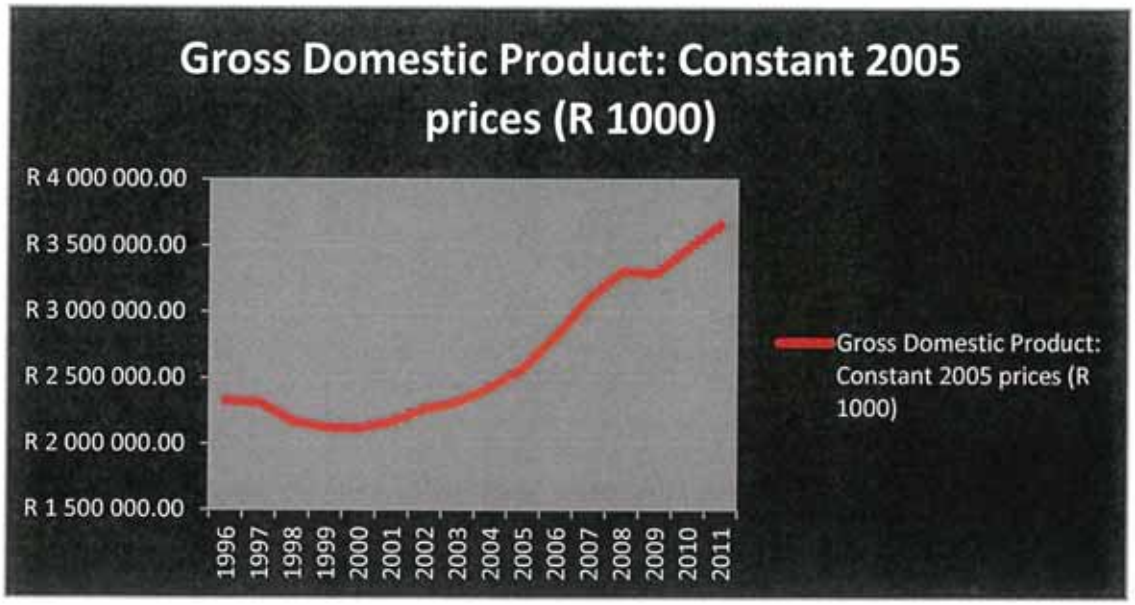
The Figure, above, illustrates that there is a definite decline in both the unemployment rate and the youth unemployment rate between 2001 and 2011, in Midvaal.

This can be justified by the number of business investments within the Midvaal since, several new businesses have invested during the last few years in the Midvaal which created employment opportunities to the local community.

GROSS DOMESTIC PRODUCT

The adjacent Figure indicates a constant increase from 2001 to 2011, this can be linked to investment within the Midvaal LM's area of jurisdiction

(Source: Global Insight, 2009)



HUMAN DEVELOPMENT INDEX

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is thus seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living.

The HDI can assume a maximum level of one, indicating a high level of human development, and a minimum value of zero, indicating no human development.

	Sedibeng	Emfuleni	Midvaal	Lesedi
Black	0.52	0.53	0.45	0.47
White	0.87	0.87	0.88	0.87
Coloured	0.60	0.62	0.55	0.49
Asian	0.77	0.76		
Total	**0.60**	**0.60**	**0.64**	**0.56**

(Source: Global Insight, 2009)

In terms of the above mentioned Table it can be stated that Midvaal LM in comparison and relation to the other Local Municipalities within Sedibeng District Municipality has the highest HDI and thus a better balanced society in general.

GINI COEFFICIENT

The Gini coefficient is a summary statistic of income inequality, which varies from 0 (in the case of perfect equality where all households earn equal income) to 1 (in the case where one household earns all the income and other households earn nothing).

Population Group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	0.59	0.58	0.54	0.66
White	0.46	0.46	0.45	0.46
Coloured	0.66	0.66	0.66	
Asian	0.54	0.54		
Total	**0.67**	**0.64**	**0.73**	**0.72**

(Source: Global Insight, 2009)

In practice the coefficient is likely to vary from approximately 0, 25 to 0, 70.

In light of the above Table it can be stated that there exists a high imbalance in terms of overall income spread, in Midvaal, if compared to adjoining local and district municipalities.

POVERTY RATE

The number of people in poverty is the number of people living in households that have an income less than the poverty income.

Population group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	45.2%	47.6%	23.1%	41.8%
White	5.4%	4.6%	4.8%	12.8%
Coloured	16.9%	19.9%	8.1%	7.6%
Asian	5.7%	5.0%	2.2%	13.0%
Total	**38.4%**	**41.0%**	**17.2%**	**37.0%**

(Source: Global Insight, 2009)

The poverty threshold, or poverty line, is thus the minimum level of income deemed necessary to achieve an adequate standard of living in a given country. In practice, like the definition of poverty, the official or common understanding of the poverty line is significantly higher in

Population Group	Sedibeng District Municipality	Emfuleni Local Municipality	Midvaal Local Municipality	Lesedi Local Municipality
Black	530	460	25	46
White	17	11	3	4
Coloured	5	4	0	0
Asian	1	1	0	0
Total	**553**	**475**	**28**	**50**

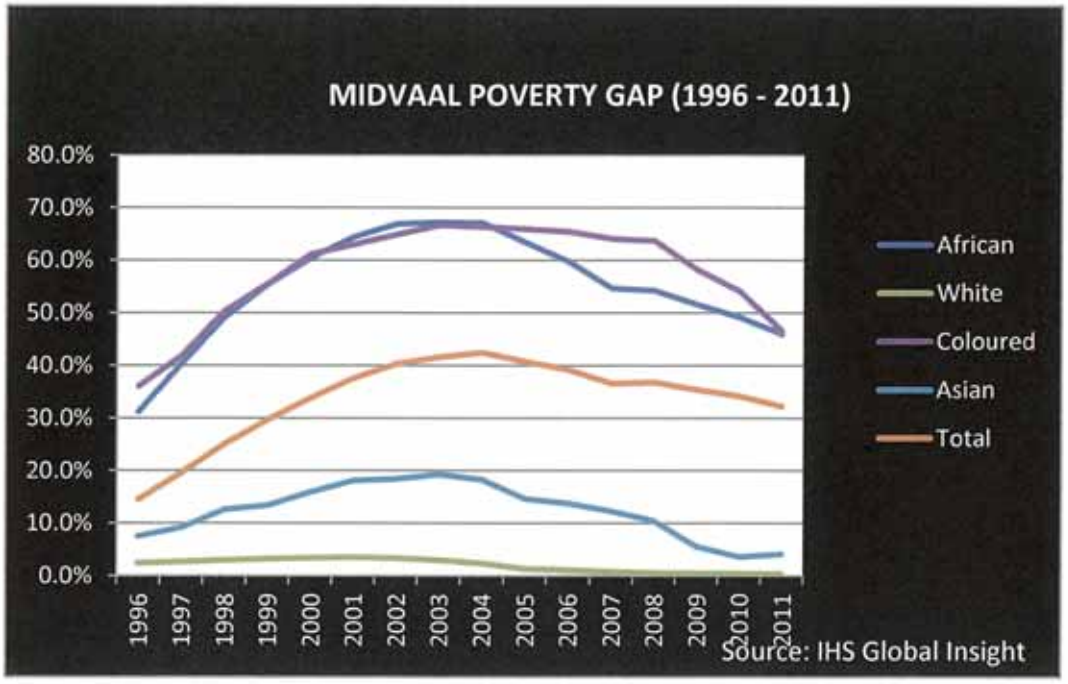
d

eveloped counties than in developing countries. The percentage of people in poverty is the percentage of these people relative to the total regional population. It should be noted that the poverty income is defined as the minimum monthly income needed to sustain a household and varies according to the size of that household. The larger the household, the larger the income required to keep its members out of poverty.

POVERTY GAP

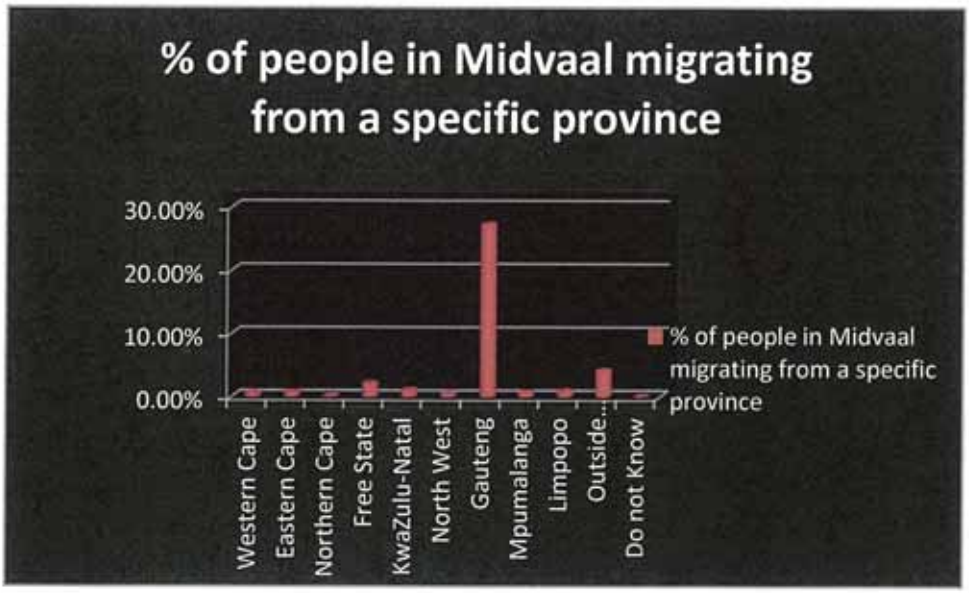
A shortcoming of the **poverty rate** as an indicator of poverty is that it does not give any indication of the *depth* of poverty i.e. how far the poor households are below the poverty income level. Here, the poverty gap proves useful in that it measures the difference between each poor household's income and the poverty line.

It thus measures the depth of poverty of each poor household. In other words, how much extra all of the poor households would have to earn to raise themselves up to the minimum living level.



MIGRATIONS

Growth in population is influenced through a triangulation of fertility (babies that are born), mortality (deaths) and migration (people moving in and out of the area). Migration plays an important role, especially in Gauteng, the largest recipient of in-migration in South Africa. Yet, unlike Gauteng as a whole, Midvaal is no longer a major recipient of new migrants and there are indications that young people are leaving the area to look for better work pportunities elsewhere in the Gauteng Province and the other Provinces.



Historical patterns of migration into Midvaal LM area came from Johannesburg and Free State, as this area/region was seen as the first stop into Gauteng. Major migration into the area came primarily from farm dwellers and poor people from rural areas, who migrate because of all sorts of abuses in the farms, thus migrate to seek better living opportunities, especially jobs, better wages, improved amenities and housing as well as security of tenure.

The current trends of migration at present show that the majority of people coming into this area are people involved in the manufacturing sector or service sector, due the following possible scenarios :

- New business investment within the Midvaal LM, creating possible employment opportunities;
- People that in the past commuted from Johannesburg to Midvaal tends to seek housing within Midvaal to be located closer to their employment, in order to avoid the traffic congestion on the overall road network of Gauteng and associated costs therto.

From the graph above it is clear that the majority, 27,22 % of the people in Midvaal as migrated here from elsewhere in Gauteng. Whereas only 4,12% originate from outside of South Africa, as their last province (area) of residence before moving to Midvaal.

There is a perception that people that people who migrate to Midvaal will have a better quality of life in Midvaal and that more opportunities exist in Midvaal.

2.3 BRIEF HISTORY, KEY OPPORTUNITIES AND CHALLENGES OF MIDVAAL TOWNS

Midvaal was formed in December 2000 when Meyerton was seperated from Vereeniging and combined with five rural local area committees. This represented a division of resources that massively disadvantaged the new municipality. The local area councils limited resources bar a few tractors as all their services had been delivered by outside contractors. All the assets in Meyerton – vehicles, computers, desks, chairs and even the light bulbs – were spirited away to neighboring Vereeninging. The then municipal manager had to open the local authority's bank account with R50 out of his own pocket. The new municipality had effectively been left destitute.

At the time of its creation Midvaal was notably poor even by South African local government standards. To meet the needs of 83 000 people, the council passed a 2001/02 budget of a mere R125m . Furthermore this was a purely operational budget; there was nothing available for capital expenditure. By comparison the operational budget for 2012/13 is R680m with an additional R120m available for capital investment. The 500% increase is quite simply the result of 11 years of carefully balancing responsibilities, managing resources, delivering what was possible and looking to future sustainability.

The same careful balancing act can be seen with regards to human capital. In its first year, Midvaal had a salary bill for the 320 staff it had inherited, many of them anything but fit for the new roles allocated to local government. By contrast, in 2012 Midvaal employs fewer than twice that many staff (620) while possessing five times the assets. The municipalities staffing ratio in 2012 is an effective 28%.

Executive Mayor Timothy Nast recalls that a decade ago, "very few people were interested in living (in Midvaal), infrastructure was badly neglected and there was no investor confidence" Nast recalls seeing people queuing at the municipal buildings to hand back vacant stands because land values were so low that it wasn't worth paying monthly rates and taxes. A decade later those same stands are worth between R300 000 and R700 000.

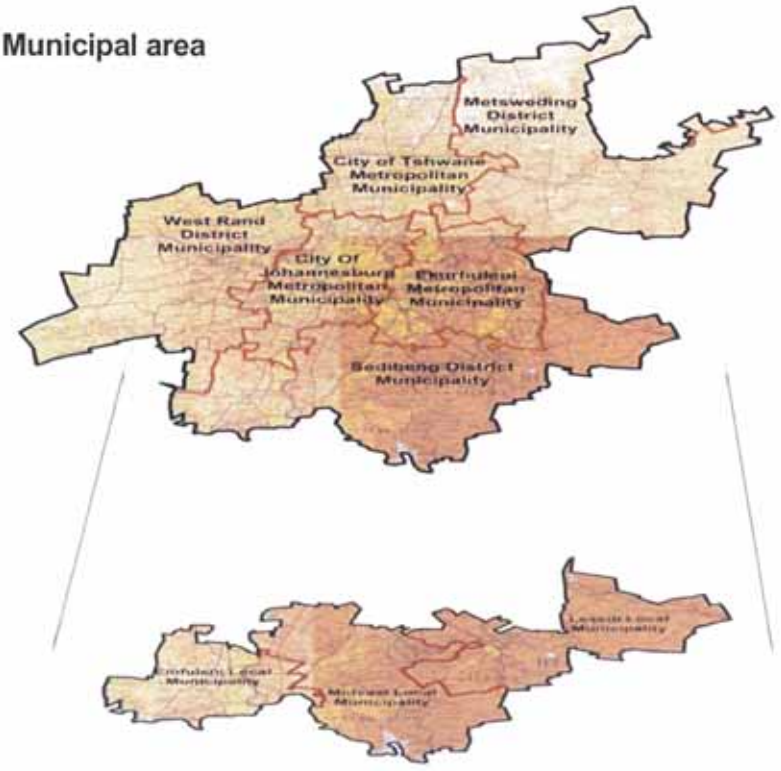
Midvaal comprises the following towns, agricultural and small holdings.

TOWNSHIPS		
De Deur Estates	Henley-on-Klip	Risiville
Duncanville X3	Lakeside Estates	Risiville X2
Eikenhof (portion)	Mamello	Riversdale
Eye of Africa	Meydustria	Rothdene
Golf Park	Meydustria X2	Sybrand van Niekerkpark
Highbury	Noldick	Sicelo
Highbury X1	Noldick X1	Vaal Marina
Klipriviersdorp (Kookrus)	Ohenimuri	Vaalview Settlements
Klipwater	Randvaal X1	Witkop Industrial
Meyerton	Meyerton Small Farms	Witkop (Daleside)

Meyerton X1, 2, 3, 4, 6	Klipriver Business Park X2,	
AGRICULTURAL HOLDINGS AND OTHER SETTLEMENTS		
Blignautsrus A.H.	Hartzenbergfontein A.H.	Risiville Small Farms
Blue Saddle Ranch	Helderstrome A.H.	Riverpark A.H.
Buyscelia A.H.	Homelands A.H.	Shermanpark A.H.
Botlonwold A.H.	Homestead Apple Orchards A.H.	Tedderfield A.H.
Cooperville A.H.	Ironside A.H.	Valley Settlements A.H.
Dardenvale A.H.	McKay Estates	Vanderwesthuizenshoogte A.H.
De Balmoral Estates A.H.	Mooilande	Vorsterpark A.H.
Drumblade A.H.	Nelsonia A.H.	Schoongezicht A.H.
Garthdale A.H.	New Kentucky A.H.	Walkers Fruit Farms A.H.
Golfview A.H.	Ophir A.H.	Walkerville A.H.
Gardenvale A.H.	Orchards A.H.	Glen Donald A/H
Waterval A.H.	Pendale A.H.	

NATURE RESERVES		
Suikerbosrand Nature Reserve		
CONSERVANCIES		
Klipiver-Suikerbosrand Conservancy	Thorntree Conservancy	Apple Orchards Conservancy
Welverdiend Triangle	Henley-on-Klip	Klipkraal
Tswelopele	Drumblade Conservancy	Sunset De Deur

Fig. 3: The Midvaal Municipal area



2.4 SUMMARY

The Midvaal Local Municipality has a number of challenges and opportunities influencing its potential to develop its economy. The key challenges that the Midvaal faces is to continually improve the quality of life of all its residents, in particular historically disadvantaged communities, evidenced by the increasing gap between the rich and the poor, and high levels of unemployment. Marginalised communities have limited access to finances, infrastructure, natural, and human resources; which contributes to the vicious cycle of deprivation, hopelessness and despair. Though the prevalence of HIV/AIDS in the Midvaal area is lower than provincial and national levels, the nature of the disease, and patterns of transmission, means that it is essential that treatment and prevention continue to be drastically expanded in order to mitigate its impact on the labour market. The historical planning of towns, with townships located on the outskirts of central business districts, has resulted in individuals being spatially distanced from economic opportunities.

Opportunities exist for growth within agriculture, manufacturing, trade, construction and tourism. Growing these sectors would allow the Midvaal to diversify its economy and further strengthen its economic base.

Current and future strategies followed by the Midvaal Local Municipality should be coordinated with an overarching Midvaal economic development strategy. This essentially means that strategies followed by towns should not result in towns competing in a manner that the net sum gain is negative. Instead a coherent strategy should be developed within and between towns in order to ensure that economic development can be shared amongst towns throughout the entire Midvaal area. The implementation of the Midvaal Spatial Development Framework is key to this process and urgent consideration should be given to updating the current spatial development framework outlined for Midvaal.

CHAPTER 3: GROWTH OF ECONOMIC SECTORS WITH COMPARATIVE ADVANTAGE

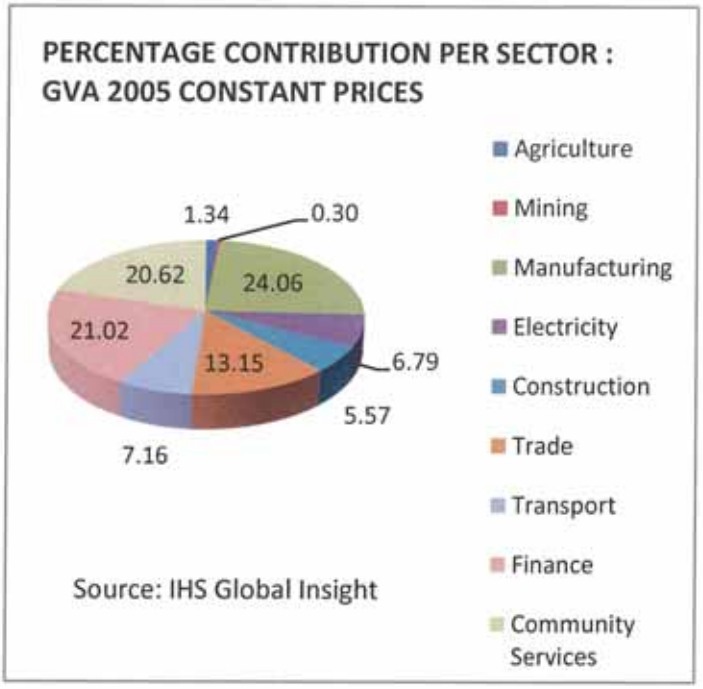
Comparative advantage refers to the ability of one business entity to engage in production at a lower cost, and with greater efficiently than another entity. Put more broadly, having a comparative advantage in performing a function means that, when compared to another entity, a business is better (in terms of quality of products, efficiency and profitability) at performing this function. Development should focus on economic sectors in which a comparative advantage exists, because it allows for a more efficient utilization of resources, and promises a greater return for these resources.

The economic overviews and town profiles reveal that potential exists to develop comparative advantages in the following economic sectors:

- Agriculture
- Manufacturing
- Trade
- Construction
- Tourism

3.1 KEY ISSUES

Manufacturing at 24,06 % contribution to GVA at 2005 constant prices, is the main contributor to the Midvaal's Economy. The majority of the Midvaal Local Municipalities' area of jurisdiction comprises medium to high potential agricultural land and small/agricultural holdings. Yet this sector, only contributes 1,34% of the GVA. The combination of increased production cost to the maize industry and greater mechanization has contributed to job shedding in agriculture.



Midvaal Municipality should diversify its economic base and promote a range of economic sectors, including agri-processing, in order to reduce its dependency on a single economic sector. As shown in the figure above, finance, trade & community service have been identified as economic sectors in which Midvaal potentially has a comparative advantage; and which should be developed in order to promote a diversified and sustainable economy.

3.2 OBJECTIVES

The objective of diversification of the economic base and growing the above-mentioned sectors is to broaden the economic base of Midvaal, as well as the scope of manufacturing activities (which are currently closely linked to the steel industry). Diversification allows the economy to be resilient to negative shocks to any one specific sector, I.e., if the economy was exclusively reliant on a single sector such as agriculture, a negative shock to agriculture would have a major negative impact on the economy, affecting employment and poverty negatively, and essentially possibly reducing the quality of life of residents.

There has been a steady growth in building plan approvals, subdivision and rezoning applications. The residential boom that some Midvaal towns are experiencing, along with the expansion of some existing and new businesses and industries, predominantly along the R59, and the anticipated development at Savanna City means that construction remains a growing sector. Another possible reason for the growth in the construction sector could be effective land use management through the myriad of policies and Precinct Plans which was developed and approved by Council in recent years. These policies and plans not only gives guidance to land owners and developers, but also creates a sense of stability in the built environment.. The construction sector is a labor-intensive sector and has significant potential for job creation, although this tends to be short term. This is also a sector that has backward and forward linkages to a number of other sectors. For example, the inputs in construction, such as electrical fittings, plumbing, painting, etc. will also need to be met and possibly sourced locally. Other post construction benefits to the economy include home furnishing, and this creates linkages to manufacturing; as well as ongoing demand goods and services, creating linkages to trade.

Tourism has become an important and rapidly growing economic sector in South Africa. Tourism is a sector of the economy, which has enormous potential to provide economic opportunities for many communities. Tourism was identified as one of the economic sectors that have the potential to reverse a sluggish economy, mobilize domestic and foreign investment and develop SMMEs. [23] Midvaal has significant potential to expand tourism; however, this potential currently remains largely untapped. Strategies should therefore be devised to increase the contribution of this sector to the Midvaal economy in the future.

Trade is the fourth largest sector in terms of GVA. It is important that trade's contribution to GRP increases as its workforce percentage increases. This sector is a growing sector, with the potential to absorb more labour, but it needs to grow through providing value added goods and services. A further important aspect to this sector is the role and function of the so called second (or informal) economy.

In the Midvaal economy, trade can be linked to manufacturing, construction and tourism. Linking the growth of trade to grow in these sectors creates opportunities to provide value added goods and specialized services. As tourism expands, and buying power increases through construction and manufacturing, a strategy could be developed to link trade to the expansion of these sectors.

One of the key objectives of a strategy to grow economic sectors would be to ensure that the participation of unemployed and historically disadvantaged communities increases within these sectors.

3.3 ECONOMIC SECTOR GROWTH STRATEGIES

The discussion that follows suggests strategies for growing economic sectors that have the potential to develop the Midvaal economy. To recap, these sectors are: agriculture, trade and manufacturing, construction, and tourism.

3.3.1 STRATEGY FOR GROWING AGRICULTURE

Considering agriculture to be an important land use in the area, the future of maze production is critical for the area, and the challenges and opportunities regarding this sector should be fully understood. Midvaal Municipality could intervene by assisting and supporting a pressure group to engage the relevant national and provincial departments on policies and mechanisms to assist the maize industry.

Strategies are required to further develop niche agricultural production; such as producing organic products, making special breads and jams etc. Niche agricultural production can have limited scope, since it is essentially consumer-driven. It focuses specifically at the unique demands and prefers of customers, and caters directly to these needs. In order to be successful niche activities have to tap into a demand that is currently not being met.

A further advantage is to develop a strategy that could create further markets for these niches by linking it to tourism initiatives such as the Walkerville Farmers Market.

Small-scale farmers can be encouraged to produce for niche markets, since these products generally receive premium prices because of the quality and uniqueness of the products The establishment of a Farmers Union or cooperative (a non-profit organisation) that represents, promotes and supports the interests of emerging, previously disadvantaged farmers, and works on addressing the imbalances of the past, could be facilitated. Its main objectives would be to assist the establishment of local farmers' associations and groups, to train members on organizational systems and procedures, to co-ordinate the setting up of savings and credit schemes, to resolve problems and conflicts, to negotiate on behalf of its members in order to remove constraints in terms of land, water, financial and other resource issues (i.e. access to land). An Agricultural Resource Centre, and the Agricultural Research Council, can provide training and technical skills. Youth in the rural parts could be involved as part of this resources centre, which could be developed to include an agricultural college/school. Effort should be invested in securing access to agricultural land, particularly for small scale and emerging farmers.

The development of agri-processing plants in the rural area to be used to process and package agricultural produce according to market standards are to be encouraged.

Relationships between organizations working with small-scale farmers, and communities interested in farming should be supported and strengthened. Shared learning processes could also be considered to facilitate contact and linkages between established and emerging farmers; allowing farmers to share research on production and markets. Through small-scale farming, niche markets may be explored, which may be complementary to commercial farming markets or incentives can be given to commercial farmers who work in empowering small-scale farmers.

Through the implementation of homestead and community food gardens, people could be introduced to farming practices. Many of these participants can then develop further skills to assist them in becoming small scale farmers.

Agricultural products can be diversified through production, distribution and packaging. This essentially suggests that these products can be produced differently, they can be sold to different markets or they can be packaged in a way that differentiates them from other products. A strategy for encouraging agricultural marketing co-operatives could be linked to a strategy to diversify agriculture. Marketing co-operatives can be used to brand and market agricultural goods, and feed into a marketing strategy that promotes purchasing goods from the Midvaal area.

3.3.2 STRATEGY FOR GROWING TRADE

Currently trade and manufacturing in the Midvaal area is closely linked to the steel sector. These sectors can be diversified through exploring what the market demands. If the market exists, the manufacturing sector can expand through the use of agricultural inputs and produce biofuels, beer, ales, salad dressing etc. This could be linked to a marketing strategy, which promotes the trade of these goods.

SMMEs, big businesses and community-based organisations (CBOs) can explore partnerships to offer a greater variety of products. This allows manufacturers to outsource some manufacturing, and allows them to offer a unique range, and a greater variety of products; while creating jobs. It is important to continue with the maintenance of a SMME and CBO database that reflects the range of products that these entities manufacture and sell, and services they render. Such a database can be used to facilitate the arrangement of such partnerships, and be a directory, which the Midvaal Business Chamber and big businesses can use.

The ongoing pressure on Gautrans to complete the upgrading of the R82, and the construction of the K154 are both important road linkages in linking the various communities in the Midvaal Local Municipality, and linking these with other local, regional, provincial and national markets.

3.3.3 STRATEGY FOR GROWING MANUFACTURING

The Midvaal Agricultural Policy highlights strategies for the establishment of Bamboo farming in the Midvaal Local Municipal area. These non-invasive activities could be done on a small scale with very little stat-up capital.

The potential of economies of agglomeration should be explored. The term economies of agglomeration describe the benefits that firms can obtain when locating near each other. It is related to the idea of economies of scale and network effects, in that the more related firms that are clustered together, the lower the cost of production, and the greater the market that the firm can sell into. Even when multiple firms in the same sector (competitors) cluster, there may be advantages because that cluster attracts more suppliers and customers than a single firm alone could. Clusters with regard to food processing and wood products should be explored.

Organizing a marketing campaign that promotes buying goods manufactured in Midvaal may create a greater demand for locally manufactured goods. Such a marketing campaign could feed into a packaging campaign. Goods could be packaged as being made in Midvaal; and a 'buy Midvaal' marketing campaign could stimulate demand for these goods.

3.3.4 STRATEGY FOR GROWING CONSTRUCTION

Attention could be paid to facilitating the availability of property development training programmes offered at existing institutions. Additionally it is important that these training

programmes are accessible to historically disadvantaged individuals residing in communities where an interest in construction exists. Public land in particular in urban areas, can play a critical role in providing housing and public facilities. The procurement of public land should be managed, in order to ensure that land, is used optimally, and economic opportunities are unlocked. In order to assist the optimal use of land a comprehensive audit of publicly owned land should be prepared. The existence of such an audit would form the foundation of information that can be used to co-ordinate planning for the use of public land. This is important as the disposal of public land provide the authorities with some leeway to ensure that significant benefits derived from construction activity are also accrued to emerging developers and contractors.

It is also important that a database be developed that reflects locally available labour. The Midvaal municipality has already initiated compiling such a database. Contractors should be encouraged to use such a database. Essentially, it would allow local labour to be used in construction in Midvaal. Since, construction is labour-intensive, the utilisation of the database of SMME's by construction companies will assist to employ local people in the Midvaal. Construction also requires more skilled labour, and if local labour receives training and skills development, they have a skill that could be transferable. Incentives may have to be offered to encourage contractors to use the unemployed database. A possible incentive that could be given is for municipal tenders to give preference to contractors that use the unemployed database.

A second strategy would be to promote the Council's programme to provide residents who are on the **indigent list**, with start-up packages to establish themselves as legitimate SMME's that has been vetted and capacitated.

3.3.5 STRATEGY FOR GROWING TOURISM

Sedibeng DM together with Birdlife SA has developed the Sedibeng Birding Route, of which many sites are located in Midvaal or just outside of the Midvaal area of jurisdiction. This route should be promoted and marketed, and additional tourist attractions could be incorporated with the route.

Midvaal's locality in relation to Johannesburg Metro and Ekurhuleni Metropolitan Municipality,two of the most important Metro's in South Africa is potentially one of its greatest assets. Existing and potential future tourism activities are not far from large concentrations of potential customers, and the roads linking them are generally good. Facilitates attracting day visitors increases the possibility of marketing the entire Midvaal as a tourist destination. Tourism should not be defined by a narrow definition of tourism, and should not be limited to trying to attract just International Tourists. The strategy should cater for all kinds of tourists, local and international, business and recreational, active and passive recreation, eco-tourism and non-eco-tourism etc.

Walkerville has a unique tourist destination potential because of its country setting, and excellent locality. Midvaal offers: scenic beauty with ridges and river systems, conservancies, nature reserves, game farms, a range of outdoor activities; cultural experiences; local cuisine; and historical landmarks. Tourists can spend a few days leisurely travelling through Midvaal; or day tourists can visit a few tourism nodes and experience a range of tourist activities. Relationships with travel agents should be explored and the promotion of holiday packages to Midvaal should be considered.

The partnership with Sedibeng Tourism and the neighbouring local authorities should be furthered so that the area can be promoted collectively.

A further detailed study looking at tourism development and marketing should be undertaken. The tourism development strategy for Midvaal Local Municipality should look at the following areas:

- Assessment of tourism supply and demand
- Tourism forecast
- Infrastructure assessment and development
- Product assessment and development
- Market development and promotion

A strategy for tourism development in Midvaal would have to be in compliance with the economic, cultural, social and environmental goals nationally, provincially as well as of the area. It would therefore have to promote the participation of HDI's.

3.4 SUMMARY

Midvaal is endowed with the potential to diversify its economy and grow manufacturing, trade, tourism, agriculture and construction. Local labour will play a pivotal role in growing these economic sectors. A survey and analysis of the economic opportunities around the fishing and poultry industry should be undertaken. The chapter that follows discusses elevating levels of education, skills and training within Midvaal.

CHAPTER 4: YOUTH & SKILLS DEVELOPMENT, EDUCATION AND TRAINING

Although it is often argued that individuals whom acquire skills will migrate to larger towns and cities, this does not negate the need to provide for training and skill development locally in order to grow the economy of Midvaal and improve the quality of life of its residents. Through their skills, individuals are able to participate effectively in the economy of their chosen towns or cities including towns outside Midvaal Local Municipality, thus contributing to the national economy.

It is essential that human resource development strategies are aimed at the complete lifespan of individuals; thus including early childhood development, formal schooling, tertiary education, skills development and adult basic education. Recent research indicates that success in formal school education is to a large extent dependent on early childhood development and early schooling.

4.1 KEY ISSUES

Education, skills and training empowers individuals and facilitates their movement to better economic opportunities. During IDP Community Meetings a shortage of skills training and employment opportunities in Midvaal are frequently raised resulting in local people seeking education and skills training in other areas such as Emfuleni, Johannesburg, Pretoria, Ekurhuleni and Potchefstroom.

Though Midvaal is located in close proximity to the metropolitan areas for workers to commute, communities lose their role models, and people who are left behind can become despondent and interpret the move as indicative of a lack of personal economic growth and opportunities. Local businesses possibly source labour from outside the area because local labour may lack the necessary / required education and/or skills training required. From a sustainability perspective, local labour should be equipped to supply the local demand for labour. Retaining and developing skills capacity within the Midvaal Municipality is also of concern, as the provision and maintenance of utility services is a basic precondition for sustainable local economic development.

4.2 OBJECTIVES

Education and skills training can facilitate movement of marginalized individuals into the first economy. Improving the economic opportunities that are accessible to individuals will likely increase household incomes, and local buying power. Through promoting life-long learning programmes, one can encourage entrepreneurship, particularly in historically disadvantaged communities. Lifelong learning programmes entail educating and training a child from early childhood, until adulthood. Ensuring that ongoing skill development and associated mentorship occur within all industries in Midvaal, but also within the municipality.

4.3 EDUCATION, SKILLS DEVELOPMENT AND TRAINING STRATEGY

The ability of individuals to participate meaningfully in the economy depends on their levels of education, skills and training received. Due to the gap between required levels and availability of skills nationally as well as locally; lifelong education, training and skill development programmes should be pursued, from early childhood to adulthood.

4.3.1 EARLY CHILDHOOD DEVELOPMENT PROGRAMME

Access to early childhood development is important to ensure that children have a sound foundation, which will prepare them for future learning. A strategy for such a programme should ensure that there are good quality buildings that are available to be used as educare facilities. Municipal regulations should be evaluated to determine that they do not hamper the establishment of educare facilities. Partnerships between the private sector and township educare facilities could be forged, and a community fund should be established to support the operation of educare facilities. Such partnerships could perhaps entail an 'adopt-a-creche' programme, in which a business adopts an educare facility and makes a monthly or annual pledge to this institution. Broader community involvement in educare facilities should be encouraged. Parents and communities surrounding educare facilities could assist in their maintenance, as well as promoting safety and security.

Current interventions such as the Hollard Foundation's initiative where Hollard are actively involved in facilitating the development of ECD's that meet the requirements of the Children's Act, needs to be supported and promoted.

4.3.2 SCHOOL ASSISTANCE AND DEVELOPMENT PROGRAMME

This programme relates to the support that schools could receive from the municipality, the private sector and the community, in order to facilitate their development. A role that the municipality could play is to identify problems with service provision that it can address. It is the municipality's role to ensure that school access roads are in good condition, and lighting around schools is effective.

Channels of communication should be established between learning institutions, parents, and private businesses. Each of these groups can play a role in promoting the importance of education, skills development and training to learners, and instilling within children a desire to attain academic excellence. Communities and the private sector can be involved in improving school facilities. Companies could for example, sponsor the building of a school hall, and parents could volunteer on weekends to assist with the maintenance of school grounds and buildings. All these groups should work together (pooling their resources, ideas and abilities) to develop responses to the challenges faced by learning institutions. Means of connecting future employers and learners should be explored. Businesses, schools and the municipality could organize a career exhibition event, similar to the recruitment drives that happen at universities around the country for Grade 12 learners. Businesses can then identify students whom they want to assist in exchange for subsequent employment with the company. Such an arrangement could allow businesses to have access to a pool of labour for which may have otherwise remained untapped. This approach might also act as a motivation to learners to excel, since at the end of their schooling they are afforded the opportunity to be recruited by a company.

Nutrition and transport are also key aspects and relevant programmes in this regard should be supported, in particular at township schools. Existing transport to primary and secondary learning institutions should also be evaluated, since transport directly impacts on accessibility.

The number of schools (divided by category) in each Midvaal town is reflected in Table 5. This indicates that there are 41 primary schools, but only 7 high schools to service all students in the area. To this could be added the boarding schools, some of which have both primary and secondary learners. Though this report does not contain detailed information on the number of students needing to attend high school, the preliminary analysis highlights the need to investigate if another high school is required in Midvaal. A detailed audit of the number of primary and secondary schools and the number of learners should therefore be conducted.

TABLE 5: NUMBER OF SCHOOLS IN MIDVAAL

INSTITUTION NAME	PHYSICAL 1: ZONE/EXTENSION	PHYSICAL 2: CITY	PUBLIC/ INDEPENDENT	LEVEL
ASSEMBLIES OF GOD COLLEGE	HENLEY ON KLIP	HENLEY ON KLIP	Independent Subsidized	Combined School
ALOE RIDGE PRIMARY SCHOOL	HARTZENBERGFONTEIN	WALKERVILLE	Public	Primary School
BISA LEADERSHIP ACADEMY	BRONKHORSTFONTEIN		Private	
BROADLANDS SCHOOL	MEYERTON	MEYERTON	Independent Subsidised	Primary School
DESTINATA SKOOL	GOLFPARK	MEYERTON	Public	
DISA	MEYERTON	MEYERTON		Pre-Primary School
GREENACRES PRIVATE HIGH SCHOOL		MEYERTON	Independent Subsidised	Primary School
DALESIDE FARM PRIMARY SCHOOL	DALESIDE	RANDVAAL	Public	Primary School
HENLEY HIGH AND PREPARATORY SCHOOL	HENLEY ON KLIP	HENLEY ON KLIP	Independent Subsidised	Combined School
HOËRSKOOL DR MALAN	MEYERTON	MEYERTON	Public	Secondary School
LAERSKOOL DE DEUR	DE DEUR	DE DEUR	Public	Primary School
LAERSKOOL DR VERWOERD	MEYERTON	MEYERTON	Public	Primary School
LAERSKOOL HANDHAWER	VEREENIGING	VEREENIGING	Public	Primary School
LAERSKOOL JAPIE GREYLING	DALESIDE	RANDVAAL	Public	Primary School
LAERSKOOL RISIVILLE	RISIVILLE	RISIVILLE	Public	Primary School
LAERSKOOL VOORWAARTS	CHRISSIESFONTEIN	MEYERTON	Public	Primary School
LAKESIDE PRIMARY	LAKESIDE			Primary School
MEYERTON PRIMARY SCHOOL	MEYERTON	MEYERTON	Public	Primary School
MEYERTON SECONDARY SCHOOL	KOOKRUS	MEYERTON	Public	Secondary School

INSTITUTION NAME	PHYSICAL 1: ZONE/EXTENSION	PHYSICAL 2: CITY	PUBLIC/ INDEPENDENT	LEVEL
MICHAEL RUA INTERMEDIATE FARM	WALKERVILLE	WALKERVILLE	Public	Combined School
OPRAH LEADERSHIP ACADEMY	HENLEY-ON-KLIP	MEYERTON	Private	Combined Shool
KUDUNG MIDDLE SCHOOL	KUDUNG			
RATASETJHABA PRIMARY FARM	CHRISSIESFONTEIN	MEYERTON	Public	Primary School
SIBONELE SCHOOL FOR THE BLIND				
SICELO PRIMARY	SICELO	MEYERTON	Public	Primary School
SKANSDAM PRIMARY FARM	WITKOP	RANDVAAL	Public	Primary School
THE NET OF CHRIST CHRISTIAN SCHOOL	HENLEY ON KLIP	RANDVAAL	Independent Subsidised	Combined School
ZWARTKOPPIES PRIMARY FARM	RAND WATER	MIDVAAL	Public	Primary School
LAERSKOOL REPUBLIEK	ROTHDENE	MEYERTON	Public	Primary School
SPRINGFIELD JNR SECONDARY SCHOOL	KOOKFONTEIN		Public	Combined School
IKHWEZILOKUSA CENTRE			Independent Subsidised	Primary School
MOPHOLOSI SECONDARY SCHOOL	LAKESIDE	EVATON	Public	Secondary School
De Deur Secondary School	DE DEUR	MEYERTON	Public	Secondary School

4.3.3 TERTIARY TRAINING INSTITUTIONS

There are no Tertiary academic institutions in Midvaal Local Municipality. The result is that everybody that has completed school and desires to continue their academic career at a University or Technical University has to leave Midvaal to do so.

Given the extent of the agricultural land in Midvaal, and adjoining municipalities such as Lesedi and Dipaliseng, and the Free State further south, it is evident that an Agricultural College will benefit the agricultural Industry.

The objective is to provide formal academic training in Agricultural related topics/subjects linked to practical experience.

Young school leavers can enroll for formal multi-year training, with an associated degree or diploma, or short courses could be presented to existing small scale farmers during the school holidays.

The College could in addition assist students to do further research work, and not every student leaving the college need to become a farmer, with the knowledge gained graduates can start a career in a variety of fields in support of the agricultural sector, such as fertilization, small- and large stock farming, Hydroponic farming, dry land farming, fruit farming and even flower farming.

Further training could related to various forms of irrigation and the advantages and disadvantages of each. The optimal use of implements, financial management, marketing, crop insurance, use of herbicides and environmentally friendly agricultural practices are all modules that could be included in the curriculum. The College could teach students on soil types, erosion and the rotation of crops.

4.3.4 CO-ORDINATED ADULT SKILLS DEVELOPMENT PROGRAMME

A detailed audit of all current education and skills training institutions should be conducted; looking at all training institutions and service providers. Channels of communication should be established between local businesses and existing learning institutions, in conjunction with the audit. It is important to determine the education and skills that the market demands; so that a strategy can be developed to provide the local community with the necessary education and skills needed to supply local business' labour demands. The audit of education and skills training institutions, along with labour market demands, and knowledge of the economic sectors that are growing, can inform educational institutions' curriculum design. Co-operation and co-ordination between these interested and affected parties could help business to identify gaps in skills training, that they are able to fill themselves through providing on-the-job training and apprenticeships.

An audit of available skills to bridge the gap between demand and supply would be necessary. This could be done in co-operation with local businesses to establish what current skills are needed by businesses and what skills are available. This could also inform the type of training programmes or institutions needed. Such a skills audit could be done per sector. Co-operation between businesses, training institutions as well as community-based organizations is imperative in the successful matching or available skills with the appropriate sector, and for the formulation of a skills development strategy.

This audit would determine whether these institutions would be able to provide a wider range of courses, to equip individuals with the skills that local businesses demand. If it is determined that existing institutions would be unable to provide a wider range of technical courses, the establishment of a technical training school in Midvaal should be considered as a public private partnership between the private sector and the National Department of Education. Potentially the current institutions could be forged into a single entity and capacitated with the necessary financial and other resources.

Consideration needs to be given to formulating innovative ways to provide basic literacy and numeracy and skills training. Also of concern is that language proficiency (English and/or Afrikaans), in particular for those with African home languages, is a major constraint in terms of accessing training institutions and functioning in the workplace in Midvaal. Reaching people in rural areas with basic education and training programmes is another major challenge. Fieldwork and workshops revealed that lack of finances to afford a myriad of costs, and a lack of accessible transport, make existing institutions inaccessible to poor individuals. A possible solution could be to have a mobile training facility, which could service the rural areas. Once again, consideration should be given to supplementing such an initiative with a feeding scheme; perhaps a soup kitchen could accompany the mobile training facility when it goes into poor communities.

Ongoing skills development in existing industries as well as at the Midvaal Local Municipality should include mentoring programmes as well as the introduction of apprenticeships. Considerable opportunity exists in particular within the municipality to introduce mentoring programmes within all of its departments. This should not only include existing staff, but also consider future prospective staff and students on an ongoing basis. The private sector i.e. mining sector and para-statals such as Eskom and Rand Water can also contribute by training artisans in the various fields.

4.4 SUMMARY

Education, skills and training, when matched to market demand, is a springboard to economic development and a better quality for all Midvaal residents. An on-going audit of the market to establish the labour needs of business as well as the current labour offering is imperative in facilitating the continuous supply of the correct skills. This approach should also include focus on mentoring and apprenticeship programmes within the private sector, but also within the municipality. In order to stimulate investment and create jobs it is important that Midvaal retains and grows its current businesses, while attracting new businesses into the area. The chapter that follows discuss measures that can be taken to attract and retain business activity in the area.

CHAPTER 5: BUSINESS DEVELOPMENT AND SUPPORT

Midvaal has a number of established local, national and international businesses operating within the area. The area is well endowed with infrastructure such as road and rail; all which has contributed to the development of Meyerton as an administration and manufacturing centre is further enhanced by its close proximity to Johannesburg and Ekurhuleni Metro's. Large firms such as the BHP Billiton, Heineken, BSI Steel and Paramount Trailers, have been locating in the area. If the area loses the assets that make it attractive to business, they may choose to relocate to other areas. It is therefore important that the Midvaal remains a viable location for business operations, so that it can retain and grow existing businesses, as well as attracting new business. Businesses that are currently operating in the area are major employers; if they choose to relocate it is likely to have a significant negative impact on the economy. In addition, many businesses in Midvaal are SMMEs (Small Medium and Micro Enterprises). SMMEs are important because they are locally owned and therefore the source of employment and income generation for a considerable portion of the workforce.

5.1 KEY ISSUES

It is paramount that Midvaal through good overall planning, maintain the attributes and assets that makes the area attractive to existing business. These attributes should be promoted in order to expand business operations in the area, attract new enterprise, create jobs and have linkages to SMMEs and entrepreneurship. Expansion and support of SMMEs is likely to promote entrepreneurship. SMMEs have the potential to make a substantial contribution to the growth of the local economy. In particular SMMEs could facilitate entry into the mainstream economy, for people who are unable to find employment. Entrepreneurship also encourages innovation and diversification. It is important that emerging SMMEs receive support from businesses that are established in the sector and this service must also be inclusive of farming activity.

A second key issue is not to under estimate the importance of the second economy, especially in remote and informal areas, as the meet market demands and contribute to household income in areas that is not serviced by the first economy. These areas include both geographic areas and market areas.

5.2 OBJECTIVES

This strategy aimed at the first economy has two broad, interlinked objectives. *Firstly*, to retain the correct businesses operating in the area, while attracting new businesses to the area and using the growth of business to provide opportunities for further job creation. Essentially, expanding business activities is pivotal to any strategy to grow an economy, since; the lifeblood of economies is the flow between factors of production and households. *Secondly,* to provide business support to emerging and growing SMMEs. SMMEs operate within a variety of economic sectors, which feeds into the strategy to diversify the local economy. Providing individuals with business education and skills enables them to pursue entrepreneurial activities, and facilitates their movement into being economically active. SMME development is also closely linked to human capital development (viz. education, skills and training) as well as the reduction of poverty.

A third strategy, one which is aimed at the second, or informal economy, could be to create opportunities of engagement between the municipality and the informal trade, to identify their needs to ensure that they are accommodated in strategies, that value can be added, enabling these informal businesses to evolve to a higher level, entering the structured world of SMME.s Cooperatives etc. and accessing the range of benefits that these formal business enjoys.

5.3 BUSINESS SUPPORT AND DEVELOPMENT STRATEGY

5.3.1 MUNICIPAL INFRASTRUCTURE AND SERVICES

The consistent quality, extent and level of utility services such as water and electricity provision, roads, waste disposal, etc., provided to businesses remain critical reasons why firms remain and expand in an area. Infrastructural support should also be extended to the rural areas, in particular road infrastructure and sustainable utility services. Every effort should therefore be made to retain this good relationship with businesses and the medium to long term infrastructural needs of businesses must be included into the municipal IDP.

5.3.2 INVESTEMENT INCENTIVES

Marketing a local area can play an important role in mobilizing local stakeholders as well as in attracting businesses and industries to an area to facilitate job creation and increase the local tax base. Investment incentive is one tool used by governments to create favourable climates to attract direct investment. These incentives include a variety of measures, which could be used to attract investment, steer into favoured sectors and/or regions, or to influence the character of an investment, e.g. when labour-intensive investment is being sought. Incentives are any measurable economic advantage afforded to specific enterprises or categories of enterprises by a government in order to influence them to behave in a certain manner. Incentives should enhance the desirability of an area or location without having a detrimental effect on existing businesses or industries.

Midvaal Municipality's vision statement: "*MIDVAAL WILL BE RENOWNED FOR ROBUST ECONOMIC GROWTH AND A HIGH QUALITY OF LIFE FOR ALL*" emphasizes the commitment to ensuring sustainable economic development and growth and decreasing levels of poverty. Key to this is the retention and expansion of existing business, as well as the attraction of new investment. It is imperative to attract investments towards strategically positioned areas where access to infrastructure is available, or can easily be extended. These areas should benefit from primary factors such as visibility and accessibility, and ideally should be accessible to the majority of the workforce.

Strategies for investment incentive should include the reformulation of Midvaal Municipality's regulatory environment so as to make business investment and relocation to the area more attractive and easy. This can be done through the provision of tax and financial incentives, improving market access to the area, tariff breaks, building competitive advantage and the establishment of industrial development zones (IDZs). Investment incentives are being proposed to unlock economic opportunities in priority development areas and to bring jobs closer to the poor.

The investment incentive strategy should be in line with the existing national incentives offered by the Department of Trade and Industry, which, in co-operation with the Industrial Development Corporation, offers over 90 incentives, loans and rebates to attract investment and support business development. These incentives include the following categories:

- Investment support
- Small business development
- Empowerment finance
- Increasing competitiveness
- Innovation and technology
- Export assistance
- Industrial development zones
- Urban development zones (tax incentives)
- Improved turnaround times for the considering and finalization of land use applications

It is also imperative that the investment incentive is aligned with other government policies and strategies, such as the Sedibeng Growth and Development Strategy (GDS)

5.3.3 PLACE MARKETING

There are a number of characteristics of an area that can attract investment, viz. capability differences, cost differences and other factors.

Capability differences refer to differences between the technology (computer services, machinery that can be accessed etc.) and skilled labour that one area can offer to business, as opposed to another. Businesses are likely to choose to operate in areas which have the technology and level of skills that they need; since these factors are likely to give them an edge over their competitors. Midvaal's endowments of such factors can be used to differentiate it from other areas and an audit of the area's technology and skills is proposed.

Cost differences refer to costs of production and operation differing between various areas. These costs essentially refer to the cost of services, labour, land for expansion, capital, etc. for businesses wishing to operate in an area. For example, one area may make itself more attractive to business, when compared to another, if it is able to offer services at a lower cost.

Other factors that can affect where businesses choose to invest are the logistics (or so-called 'red tape') that surrounds starting or expanding a business in a particular area. The proximity of the market to the business is also a factor. Proximity not only refers to physical distance, but also the accessibility. Thus, a town situated close to the business' market, which has bad roads linking the business and the market, might be less attractive to investors than a town that is situated further away but has good road infrastructure.

Midvaal currently has a number of major businesses established in the area and it can market itself as an area that is attractive for business. Midvaal's proximity to Johannesburg and Ekurhuleni, along with the N1, R82, R59 and N3 linking it to the metro's, opens up the metro's as a market. In addition, Midvaal's proximity to OR Tambo International Airport, and City Deep and the proposed Logistics Hub, are assets that can be promote to businesses that wish to access national and international markets. An additional advantage is accessibility to utilities such as water and SASOL Gas lines, the relative flat topography, and moderate climate.

As mentioned the quality of services that the municipality provides, the relationship between the municipality and business, the availability of land for industrial use, the accessibility of local and

international markets and the proximity of airports are all attributes that make Midvaal attractive to business. These characteristics should be used to market the Midvaal as a unique place for business. The existence of perceptions of a positive economic climate should also be promoted. The Midvaal municipality should make every effort to ensure that it does not loose the attributes that make it attractive to investors.

5.3.4 AGGLOMERATION, CLUSTERS, HIVES AND NODES

Agglomeration economies, which describe the benefits that firms obtain when locating near each other, can attract businesses to an area. The logic is that arrangements such as business nodes and clusters (which is having a number of interconnected businesses, suppliers, and associated institutions in a particular field, located in one geographic area) can create economies of scale. The rationale is that the greater the number of related firms that are clustered together, the lower the cost of production (firms have competing multiple suppliers, greater specialisation and division of labour result), and the greater the market that the firm can sell to. Even when multiple firms in the same sector (competitors) cluster, there may be advantages because that cluster attracts more suppliers and customers than a single firm could alone

Clusters, hives and nodes can create economies of agglomeration; because it allows for the centralisation of administrative support services, it increases networking, and can facilitate mentoring and sharing advice. A feasibility study should be conducted to ascertain the types of business clusters that could be established, and the logistics of such a cluster (i.e. the availability of physical space; the best geographic location (is it close to potential markets, is it accessible to interested entrepreneurs); the quota of businesses in the cluster etc. Hives also provides for SMME's to enter the market and seek linkages with established businesses.

5.3.5 BUSINESS ADVISORY SERVICES

A Business Advisory Centre, should be established in Meyerton. This centre could provide SMMEs with advice related to procurement and business development. It should also have a resource centre that does market research and can assist in planning and adapting the business, in order to ensure that they remain competitive in the market. The centre itself can create opportunities for networking and sharing ideas, in particular with established businesses.

The centre should also have an accessible integrated business database (with businesses names, contact details, size, products and or special skills offered, availability for mentorship etc.), and the programs offered by such a centre should be offered through a mobile service throughout Midvaal.

Access to finances is often identified as one of the main barriers to starting or expanding an SMME. It is therefore important to identify and ensure awareness of available financial assistance. Links between respective government departments should be coordinated in order to ensure that entrepreneurs in townships have appropriate information and necessary documentation to enable them to gain financial assistance. It is entrepreneurs in the second economy that find it even more difficult to access financial and organizational support. The centre could assist the second economy businesses to further develop their business skills and structure their operations in a manner that would facilitate their seamless migration into the first economy.

The Centre can be the service point for a variety of agencies such as SEFA, Productivity SA, GEP and several more.

5.3.6 BUSINESS EDUCATION AND SKILLS DEVELOPMENT

Entrepreneurs who lack business skills and experience are more likely to see their businesses fail. It is therefore important that individuals be equipped with the necessary education and skills needed to exploit economic opportunities and sustain their business. A business skills audit with SMMEs and entrepreneurs would assist in identifying the needs of small businesses. This could inform the type of courses to be offered. The availability of business courses should also be assessed, to determine whether additional courses are required. Some essential courses that should be offered to entrepreneurs are: business planning and financial planning. The accessibility of these courses, in terms of costs and transport to the educational institution and times that courses are offered should be considered.

Business incubators are seen as important instruments to accelerate skills, experience and technology transfers in small enterprises generally and, more importantly, in particular sub sectors on niches. The injection of a significant skills-development component (also including managerial and entrepreneurial training packages) is generally viewed as a prerequisite for small incubators.

5.3.7 BUSINESS MENTORING

Established businesses can be partnered with emerging businesses for mentoring. Experienced business persons can share their knowledge of best practices, financial advice, resources of information with fledgling businessmen. It may be necessary to provide incentives for mentoring, such as municipal tenders preferring businesses engaged in mentoring. The role of Midvaal Business Chamber could be critical in this regard.

The Plato Programme is an example where SMME's are being mentored by successful roleplayers in the local economy. Plato is a programme originated in Belgium, which has successfully trained SMME's in Europe, Egypt and South Africa.

The programme is funded by GEP (Gauteng Enterprise Propeller) and is led by managers from established companies and Standard Bank, who coach groups of 15-20 business owners/ SMME's at monthly discussion groups. The group members decide on the topics and the mentor provides information and guidance on the various issues relating to the selected topics

5.3.8 MUNICIPAL PROCUREMENT

Municipal procurement is an important mechanism to supports emerging SMME's, in particular those owned by historically disadvantaged individuals. Midvaal Local Municipality could have a web-based procurement facility and pro-actively support local emerging and established SMMEs. Success achieved in terms of compliance should be actively monitored and reported on a regular basis to the broader Midvaal community and local businesses.

Ongoing training should be given at Ward level on Supply Chain Procedures, compliance and requirements associated to services rendered to the Midvaal Local Municipality.

5.3.9 REGULATIONS AND BY-LAWS

Regulations and by-laws that affect SMMEs should be reviewed. Consideration should be given to town planning procedures, business-licensing procedures, the impact of financial procurement requirements etc., which all directly influences the establishment and expansion of SMMEs in particular those located in residential areas. Current systems and procedures should consider how home-based SMME activities with negligible noise and traffic impact could be allowed, in particular if it creates income and job opportunities.

Midvaal has a number of policies, precinct Plans and systems in place that regulate a variety of town planning processes, which include, but is not limited to the following;

- Six Town Planning Schemes,
- a Spatial Development Framework (SDF)
- Three Regional SDF's
- An environmental Framework
- Three precinct Plans (Two additional Precinct plans are being developed)
- Nodal Policy
- Accommodation Establishment Policy
- Agricultural Policy
- Outdoor Signage Policy
- Density Policy

5.4 SUMMARY

Midvaal has the potential to market itself as a viable location for businesses, and attract investment, which should absorb local labour and improve local buying power. Beyond attracting big businesses, the area also has the potential to expand SMMEs, which will play an important role in developing the local economy.

CHAPTER 6: SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT

This chapter deals with the spatial aspects of township planning affecting the local economy. Space has a direct impact on the ability of local communities to access economic opportunities as well as the rate at which assets, such as land, increase in value. The aim is not to (re) produce a spatial plan, but rather to ensure that the economic implications of drawing up such plans, in particular for townships are, adequately taken into consideration.

6.1 KEY ISSUES

Apartheid, coupled with neighbourhood and suburban planning have resulted significantly distorted retail, commercial and SMME development through-out South Africa. This pattern is also evident in Midvaal Local Municipality. These towns are de-linked from the Meyerton CBDs and due to their composition of mainly low density rural areas, residents, road design and transport networks, do not attracted any significant private sector investments. Consequently, this has resulted in limited economic and employment opportunities in the majority of rural areas throughout Midvaal.

6.2 OBJECTIVES

The long-term objective should be to generate employment opportunities that are accessible to local residents from the majority of towns and communities in order to eliminate the economic stagnation that is pervasive in many rural areas. Focus should in particular be placed on increasing linkages and accessibility of residents in these towns to economic opportunities in the Meyerton CBD and community facilities in the various nodes as identified in the Midvaal Nodal Policy. However, this should be in the context of the economic growth potential of each specific town. This does not imply creating secondary CBDs in nodal areas, rather to ensure that new economic development is also directed to these areas, along routes such a activity streets and decentralised nodes. Also of importance is to generate economic opportunities within existing, established CBDs for emerging businesses.

6.3 SPACE ECONOMY STRATEGY

A wide range of spatial development strategies should be pursued in order to restructure the space economy of townships, and these include the following:

(a) Linking the Development of Towns to their Growth Potential
(b) Increase linkages with CBDs and attract Private Sector Investment to Township
(b) Land Use Management (The consolidation of the current Town Planning Schemes into a single Land Use Management Scheme)

6.3.1 LINKING THE DEVELOPMENT OF TOWNS TO THEIR GROWTH POTENTIAL

The size and extent of residential development, and in particular low-income townships, should be in relation to the growth potential of a particular town. This does not imply that historical issues that prevented farm workers from living in towns, coupled with rural-urban migration due to the increased mechanisation of farms and land tenure, should not be addressed. However, the establishment of

large low-income township outside towns with limited growth potential is not economically sustainable and will increase cycles of unemployment and poverty.

Spatial planning in Midvaal must be informed by the National Spatial Development Perspective (NSDP) and the Provincial Spatial Development Framework (PSDF). In terms of the NSDP, government spending should be focussed on:

- *Fixed capital investment* which should be aimed at those localities illustrating both high levels of poverty and development potential; and
- *Social capital spending* which should be aimed at those localities illustrating low development potential. In these places the primary focus should be on people, their development, learning and skills development, to prepare them for the job market.

6.3.2 INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO TOWNSHIPS

Road transport linkages, facilitating connectivity between CBDs and townships should be improved in a manner that improves the possibility for commercial and retail activity to be developed along routes linking with the townships. This will increase opportunities for the informal sector and SMMEs to become sustainable due to exposure to passing trade and thereby increase their viability.. Investment in townships should also be encouraged through strategic investment in public facilitates, public open spaces and landscaping of roads. Improving the quality of public spaces and roads will contribute towards increasing the value of residential properties as household asset, as discussed in chapter 8. Part of basic infrastructure investment should be improving informal trading areas, not only in the townships but also so in the CBD's.

A challenge in the informal sector is the perception that there is no "Social Compact", and it is through a variety of private-public partnerships that this barrier can be broken down.

Neighbourhood Development Partnership Grant (NDPG)

The NDPG recognition that strategic public sector investment in community facilities and places can provide the stimulus for sustainable private sector investment and improvement in the asset value of township properties. The fund focuses not only on the nature of the community facility or place, but specifically how public sector investment can attract private sector investment in order to improve access to shops, markets, recreational and community facilities, and public transport.

Creating Opportunities within Existing CBDs

Emerging businesses and in particular those owned by historically disadvantaged individuals, have the challenge of both starting a new business as well as finding appropriate and affordable buildings and land to lease or for purchase. Opportunities that may arise within the existing CBDs, such as the sale of municipal land or buildings should aim to also create opportunities for such businesses.

6.3.3 LAND USE MANAGEMENT AND CONTROL

The application of land management mechanisms such as Town Planning Schemes, assist with generating land use order and avoid conflicting land uses in close proximity to each other. However land use control has also been used to retain the dormitory status of suburbs. Households with high levels of car ownership may be able to easily access remotely located economic and social services and opportunities. However for many township residents, zoning that does not allow non-residential activities, and where the majority do not have a car, dormitory suburbs is a huge impediment and adds to disempowering poor residents. Therefore flexible zoning, that does not include uses that is

noxious or a nuisance, should be pursued and change in land use application should be accelerated in poor areas, where it will contribute to increased economic and business activity within towns.

It is generally accepted that a new Land Use Management Scheme would expedite the land use approval process, while still ensuring accountability and transparency.

6.4 SUMMARY

The nature, form and location of low-density residential areas have a direct impact on their ability to attract private sector investment, associated employment opportunities and possibly SMME developments. The future development of towns, and in particular the extension of townships, should be linked to their economic growth potential. Consequently the development of large-scale dormitory low-income townships should be avoided in smaller in towns with a limited economic base and job opportunities. Integrated spatial planning measures, aimed to improve transport linkages between CBDs and townships should also be explored. Coupled with this is the need to significantly improve the quality of community facilities and spaces in townships, with the objective to increase the asset values of properties located here. It is also of importance that economic opportunities are created for emerging businesses within established CBDs.

CHAPTER 7: POVERTY REDUCTION

Poverty reduction is central to the government initiative to improve the wellbeing of the poorest residents. Some of the aspects addressed in this section have already been discussed in previous chapters. A focus on sustainable livelihood provides a platform for a long-term poverty reduction strategy. In order to develop strategies to alleviate poverty it is important to define poverty. Poverty can best be understood through the following definition:

> ***'Poverty is more than a lack of income. Poverty exists when an individual or a household's access to income, jobs and/or infrastructure is inadequate or sufficiently unequal to prohibit full access to opportunities in society. The condition of poverty is caused by a combination of social, economic, spatial, environmental and political factors.'***

Understanding poverty is important because poverty reduction is a critical pre-condition for economic development. Households or individuals are considered to be poor when the resources they command are insufficient to enable them to consume sufficient goods and services to achieve a reasonable minimum level of welfare. Poverty has generally been measured in terms of a poverty line, based on the cost of a basic food basket. This analysis has, however, neglected the dynamics of poverty and has failed to distinguish between aspects such as transient and persistent poverty; between different household trajectories; impoverishment or improved well-being; or between deprivation and insecurity. Poverty inhibits people's ability to participate meaningfully in the economy and society. Poverty is intrinsically linked to economic, social and psychological well-being through its link to a host of factors such as: inadequate access to basic municipal services, under and unemployment, low levels of income, unstable economic assets, lack of access to shelter, positive correlation with poor health outcomes, poor education outcomes, limiting decision- making, etc. Poverty is characterized by individuals and households struggling to sustain their livelihood. This struggle may be characterized by individuals and households being caught up in vicious cycles of deprivation, which limit the ability of individuals and households to break out of the poverty trap.

Internationally poverty reduction strategies have moved away from merely focusing on reducing poverty though social welfare programmes to adopting a sustainable livelihood approached to poverty reduction. Assets are at the centre of this approach, with households or individuals drawing from these assets in order to build their livelihoods. Poverty reduction differs from poverty alleviation which focus more on social welfare interventions. It is not the intention of this document to deal with *poverty alleviation* programmes and this should rather be developed as a separate strategy.

7.1 KEY ISSUES

Poverty is prevalent in virtually all towns in Midvaal but more so in towns such as Sicelo, Mamello, Daleside and De Deur; as well as the informal settlements at Boitumelo, Kayalitsha, Phiels Farm and Varkeng. Social investment should be concentrated in the towns with the greatest need, without ignoring investing in all impoverished communities throughout the Midvaal. Rural development and uplifting the quality of life of farm workers is essential. It is important to promote development and poverty reduction in neighbouring areas as well, because if neighbouring areas remain underdeveloped, their unemployed and poor will migrate to Midvaal, which will create new challenges for Midvaal's development.

7.2 OBJECTIVE

The intention of a poverty reduction strategy is to improve the quality of life of the poor and reducing a dependency on social welfare over time. Given the nature of poverty traps, poverty can become

intergenerational, and programmes need to be put into place, which aim to break the cycle of poverty.

7.3 SUSTAINABLE LIVELIHOODS STRATEGY

The assets that form part of this approach are: social capital, natural capital, financial capital, physical capital, and human capital. The linkages between these assets are each discussed in greater detail in the sections that follow.

7.3.1 FINANCIAL CAPITAL

A business advisory service should be put in place to advise individuals and SMME's on appropriate low interest loan alternatives finance capital acquisitions, guarding against the acquiring of unsecured loans, and advising on interest, compound interest, loan terms etc.

Implementation of programmes such as the CWP (Community Works Programme) and the EPWP (Extended Public Works Prgramme) should be seen as short term initaitives to increase the livelihood of previously disadvantaged, easpecially those in designated groups such as women, youth and the disabled.

Other more sustainable programmes relate to programmes aimed at food security, such as school food gardens, community food gardens and homestead food gardens.

7.3.2 PHYSICAL CAPITAL

Adequate shelter and basic services (especially access to water, electricity, and sanitation) should be provided in areas close to social and economic opportunities; such as public schools, healthcare, places of employment, etc. A variety of affordable housing options should be provided in well-located areas to ensure that these houses can be used as assets. Addressing backlogs in basic services should be coupled with improvement of public spaces (e.g planting trees, paving sidewalks) to allow poor households to leverage their houses as an asset. The provision of effective and efficient public transport between townships and CBO's is also critical.

7.3.3 NATURAL CAPITAL

This focus on facilitating access for the poor to natural resources, such as flora, fauna, land, etc. to contribute towards sustainable livelihoods. This deals with aspects such as agricultural land for emerging farmers, the benefits from establishing nature reserves, the use of fishing resources i.e. fish farming etc. Developments should not deplete the areas wealth of natural assets, sustainable usage should therefore be encouraged. The national government has several programmes aimed at protecting and preserving our environment. The GCIS publication has identified programmes such as the Working for Fire programme, Working for Water programme, Working for Wetlands, EPWP and the CWP, which not only preserve the environment but has potential for creating employment. Midvaal Municipality can play a role in co-ordinating as well as increasing awareness of these programmes amongst communities.

7.3.4 SOCIAL CAPITAL

Social capital is a broad concept, put simply it refers to the level of social cohesion within a community (i.e. how well people get along and relate to one another). Social capital is important because it affects people's ability to access network within their community. It also affects investors' perception of an area, and determines whether businesses choose to locate in a town. Therefore, a programme to increase social capital should address issues of youth developmental needs, substance abuse and

crime. Rehabilitation clinics for substance abusers should be more accessible (lower costs or free), and should offer continued support to prevent relapses. Support groups should also be promoted for anyone in need of counseling.

There should also be adequate and accessible recreational facilities and activities, and the youth in particular should be engaged in constructive activities. Currently, there are a number of CBOs and NGOs working in various towns to build social capital. Youth camps and life skills programmes should be expanded and replicated throughout Midvaal.

CBOs and NGOs should be supported through partnerships with the private sector and the municipality. For example, businesses should be encouraged to donate a percentage of sales to a specific CBO or NGO. This encourages consumer loyalty for the business, and provides funding for the organisation. The actions of CBOs and NGOs should also be co-ordinated to avoid duplication, to ensure that all communities are reached, and to create awareness so people can access the organisations that they need. One tool for co-ordination could be the circulation of a monthly newsletter, or utilising the local newspapers to share relevant information pertaining to CBOs and NGOs. A municipal fund could also be established to promote and support community based organisations and non-governmental organisations to establish school feeding programmes, early childhood development programmes, food gardens, etc.

7.3.5 HUMAN CAPITAL

This strategy should focus on investing in education and training; and developing and supporting life-long learning programmes. As discussed in the chapter on elevating education, skills and training, building human capital should be related to growing economic sectors. A holistic approach to addressing health issues is required, with particular focus on HIV/AIDS. Such a programme should include promoting access to clinics, access to Highly Active Antiretroviral Therapy (HAART) for aids patients, access to treatment for chronic conditions (high blood pressure, diabetes etc.), access to family planning, access to nutrition and access to health education. CBOs and NGOs that provide education and care for people infected and affected by HIV/AIDS should be supported.

7.3.6 OTHER STRATEGIES

Other approaches that should be considered include a rural economic assistance strategy, targeting the rural poor. As part of such a strategy, the poor should be informed of the type of assistance the local authority could offer, as well as means of accessing such assistance by compiling business plans etc.. Partnerships with commercial farmers would play a vital role in ensuring the success of such a strategy.

7.4 SUMMARY

It is important that poverty be reduced through adopting an approach that will sustain improvements in quality of life. Through focusing on the development of assets, as opposed to the expansion of welfare programmes, households will be able to break vicious cycles of poverty and marginalisation. A sustainable livelihood approach requires the simultaneous development of financial, physical, natural, social and human capital of poor communities to Midvaal.

The chapter that follows addresses the implementation of the Midvaal LED strategy.

CHAPTER 8: STRATEGY LINKAGES

IDP - KEY PERFORMANCE AREA	KEY FOCUS AREA	LED STRATEGY	PROGRAMME	PROJECT
8. ECONOMIC GROWTH AND DEVELOPMENT	49. PLANNING AND GROWTH	6. SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT	6.3.1 LINKING THE DEVELOPMENT OF TOWNS TO THEIR GROWTH POTENTIAL 6.3.2 INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO TOWNSHIPS 6.3.3 LAND USE MANAGEMENT AND CONTROL	
	50. LOCAL ECONOMIC DEVELOPMENT	5. BUSINESS DEVELOPMENT AND SUPPORT	5.3.1 MUNICIPAL INFRASTRUCTURE AND SERVICES 5.3.2 INVESTMENT INCENTIVES 5.3.3 PLACE MARKETING 5.3.4 AGGLOMERATION, CLUSTER, HIVES AND NODES 5.3.5 BUSINESS ADVISORY SERVICES 5.3.6 BUSINESS EDUCATION AND SKILLS DEVELOPMENT 5.3.7 BUSINESS MENTORING 5.3.8 MUNICIPAL PROCUREMENT 5.3.9 REGULATIONS AND BY-LAWS	
		7. SUSTAINABLE LIVELY HOOD	7.3.1 FINANCIAL 7.3.2 PHYSICAL CAPITAL 7.3.3 NATURAL CAPITAL 7.3.4 SOCIAL CAPITAL 7.3.5 HUMAN CAPITAL	

IDP - KEY PERFORMANCE AREA	KEY FOCUS AREA	LED STRATEGY	PROGRAMME	PROJECT
	51. URBAN RENEWABLE	6. SPATIAL PLANNING AND TOWNSHIP DEVELOPMENT	6.3.2 INCREASE LINKAGES WITH CBD's AND ATTRACT PRIVATE SECTOR INVESTMENT TO TOWNSHIPS	
	52. CAPACITY BUILDING	4. YOUTH & SKILLS DEVELOPMENT, EDUCATION AND TRAINING	4.3.1 EARLY CHILDHOOD DEVELOPMENT 4.3.2 SCHOOL ASSISTANCE AND DEVELOPMENT 4.3.3 TERTIARY TRAINING INSTITUTIONS 4.3.4 CO-ORDINATED ADULT SKILLS DEVELOPMENT	
	53. INVESTMENT TRADE AND INDUSTRY	3. GROWTH OF SECTORS WITH COMPARATIVE ADVANTAGE	3.3.2 GROWING TRADE 3.3.3 GROWING MANUFACTURING 3.3.4 GROWING CONSTRUCTION	
	54. RURAL DEVELOPMENT	GROWTH SECTORS WITH COMPARATIVE ADVANTAGE	3.3.1 GROWING AGRICULTURE	
	55. TOURISM	GROWTH SECTORS WITH COMPARATIVE ADVANTAGE	3.3.5 GROWING TOURISM	

CHAPTER 9: IMPLEMENTATION

Midvaal Municipality's vision is to "*..build sustainable partnerships with all our people*" , while its mission states that the municipality strives to "*... ensure social and economic stability and growth through the sustainable delivery of all primary and secondary services to all our interested parties.* This vision and mission relates well to the objectives of local economic development at a national and provincial level, which aim to promote sustainable economic growth, create job opportunities, improve skill levels, reduce poverty and promote broad based economic empowerment.

9.1 THE IMPORTANCE OF PUBLIC PRIVATE PARTNERSHIPS

From the previous chapters it is clear that a wide range strategies, associated programmes and projects would need to be implemented, in order to realise the local economic development objectives and contribute towards achieving the municipal vision and mission. The municipality is however not required to be the only role-player nor is it required to directly create jobs. However, Midvaal Municipality has an important economic development role in terms of facilitation, coordination, mediation and capacity building of other role players. The implementation of the various strategies requires therefore the formation of partnerships with the public, community and CBO/NGO sectors, depending on the particular strategy to be pursued.

A number of partnership arrangements are possible and the following is not exhaustive and various combinations of these are possible. The key distinguishing characteristics of each are the primary driver and what form of secondary support is needed for success.

The possible partnerships with the private sector as a key role player include the following:

- *Private Driven-Public Response Partnership Model:* This approach is based on the private sector planning and financing programmes, but mobilising public support. For example, the public sector could be requested to support approvals from others spheres of government finance bulk utility infrastructure, mobilise public sector funding, ensure that a certain number and range of jobs are generated, etc.
- *Public Driven-Private Response Partnership Model:* The primary driver would be the public sector creating an incentive (through example, tax rebates or subsidising infrastructure) for the private sector to respond. This approach can be used in areas (e.g. in poor areas) where the private sector has not been active in term of economic development.

It is also possible to embark on economic development initiatives with the public and NGO/CBO sector as the key role players:

- *CBO/NGO Driven-Public Assisted Partnership Private Model:* This approach involves capacitated CBO's being awarded the primary responsibility for implementing an economic development programme and the public sector (e.g Midvaal Municipality) providing administrative, logistic and possible financial support. This approach holds the potential to gain significant community support for an initiative, but could be undermined if the CBO/NGO does not have sufficient institutional capacity, or it has limited community legitimacy.
- *Public Driven–Community Development Partnership Model:* This approach is based on the public sector being the primary driver of a programme, with strong community development objectives. A key concern of this model is the risk of excluding the private sector, in particular if the objectives include creating new job opportunities.

- *Public-Public Partnership:* This involves the various spheres of government (district, local, provincial, and national government departments) forming partnerships with each other in order to plan and implement an economic development programme.

Obviously, various combinations of these are also possible. Ideally there should be a multiple of agencies involved in local economic development. It is, however, of importance that the ***lead agency*** should be clearly identified. This could differ, depending on the issue at hand and the capacity of the lead agency.

9.2 ECONOMIC DEVELOPMENT STRATEGIES AND PUBLIC PRIVATE PARTNERSHIPS

A GCSI publication 'Building a People's Contract for Faster and Shared Growth, gives a broad overview of programmes and job creation opportunities initiated by different government departments. These programmes focus on the following areas

- Agricultural and Land Programmes
- Construction
- The environment
- Working with and caring for people
- Small, Medium and Micro-Enterprises 9including the second economy entrepreneurs)
- Tourism
- Arts and Culture Skills Training, Bursaries and Internships

This table is by no means comprehensive, but rather indicative of the potential opportunities that could be explored.

9.3 ROLE OF MIDVAAL MUNICIPALITY

The role of Midvaal Municipality in LED is highlighted in section 1.4 and include the following:

- *Primary Role*
  - Appropriate spatial planning and facilitation of associated township development.
  - Provision of utility services (water, waste management; electricity; roads, etc) in both established and poor areas (townships).
  - Place marketing Midvaal in partnership with local business.
  - Procurement policies, including land and purchases, favouring emerging SMM's and developers.
  - Investment in residential infrastructure and public facilities and spaces, included in townships (asset building and poverty reduction).
  - Mentorship and apprenticeship programmes within municipality

- *Secondary Role*
  - Facilitate the provision of business development service – partnership with other spheres of government; NGOs and private sector.

- Facilitate the generation of employment opportunities and use of local labour (e.g assist with development of a data base and engaging employers including Government Departments, such as Department of Public Works (EPWP and CWP) on a regular basis)
- Assist with product development and branding through partnership with sector specialist (agriculture; tourism; manufacturing and trade.)
- Facilitating and co-ordinating the activities of role players providing education; skills development and training in partnership with NGOs and business. Including Procurement and Indigent Training

Other potential municipal roles are identified in the previous chapters.

9.4 BUSINESS SUPPORT RESOURCE MOBILISATION CENTRE

The analysis and strategy development indicated that the need for product development, business support and marketing are common to all the sector strategies. This support centre is different from a Red Door approach by government. The public sector driven Red Door is an advice and networking centre. The proposal for a Business Support Resource Mobilisation Centre is therefore supported. The function of this centre would be to facilitate the provision of the following services

- Business Advisory Services
- Municipal Procurement
- Business Education and Skills Development
- Business Mentoring
- Skill Development and Training
- Internet facilities
- Partnerships between emerging SMMEs and established businesses
- Bases for networking, sharing ideas and showcasing good practice
- Promotion of sector product development and place marketing

It is proposed that the Centre be established as partnership between Midvaal Municipality and the proposed Midvaal Development Trust (MDT), with initial funding provided by the MRPBT. Additional funding should also being sourced from large firms based in Midvaal. The Centre should be staffed with at least one person from the municipality as well as someone funded through the MDT.

9.5 SPECIALIST IN PRODUCT DEVELOPMENT

This has to be pursued by specialist within the specific sectors of agriculture, manufacturing and trade and tourism. However, Midvaal Municipality needs to play a facilitative and co-ordination role. As indicated in the table many of these specialist role players are government agencies and include organisations such as the CSIR, GDARD, DGOG, DBSA, etc, but also relevant academic and technical research institutions.

9.6 ECONOMIC DEVELOPMENT FORUM

The establishment of a Midvaal Economic Development Forum is a pre-requisite for future engagement by all relevant stakeholders. The purpose of the forum is to devise strategies, and programmes that would facilitate economic development in Midvaal, and should include Government, Organized Business, Big Business, SMME's Cooperatives and NGO's. It should encompass all

sectors, including, manufacturing, construction, agriculture, financial services and tourism.

The forum is to share ideas and collectively seek funding for the implementation of programmes and projects.

10. CONCLUSION

Midvaal is strategically located adjacent to two of the most prominent economic hubs in South Africa in JO'burg MM and EMM. The well-developed road and rail infrastructure network and moderate topography linked with relative low development density and natural geographic features makes Midvaal Local Municipality the ideal area to attract new economic development.

The key to unlocking this comparative advantage is to develop the area's human and physical resources. It will require the mobilization of all sectors in the economy to ensure diversity and sustainability.

The systematic development will require the implementation of multi-year strategies aligned with infrastructure development, spatial planning, marketing, educational and vocational training and development.

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Websites

- www.**Midvaal**.org.za/
- http://www.statssa.gov.za/

ANNEXURE E

STRATEGIC RISK REGISTER

Midvaal Local Municipality
PO Box 9, Meyerton, 1960
Tel: 016 360 7400
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www.midvaal.gov.za

STRATEGIC RISK REGISTER (2013/2014)

NO	POTENTIAL RISK	ROOT CAUSE	SIGNIFICANCE		INHERENT RISK ASSESSMENT		CURRENT CONTROLS	SIGNIFICANCE		RESIDUAL RISK ASSESSMENT		ACTIONS TO IMPROVE MANAGEMENT OF RISK	RESPONSIBLE OFFICIAL	DUE DATE
			IMPACT	LIKELI-HOOD				IMPACT	LIKELI-HOOD					
			Rating (1 - 5)		(I x L)			Rating (1 - 5)		(I x L)				
KPA 1: GOVERNANCE & STAKEHOLDER PARTICIPATION														
Strategic objective: To ensure good governance and the participation of stakeholders														
1	**Services may not be provided at an acceptable level**	Poor communication with community - Civil unrest	5	4	20	High	1 Functional ward committee system 2 Press releases 3 Quarterly Midvaal Bulletin 4 Public participation activities according to programme 5 Use of all forms of media to inform community	4	2	8	Medium	Quarterly reporting to Mayoral Committee on activities	ED: CS	Jun-14
		Staff unrest - communication channels to staff					1 Weekly management meetings with sectional heads 2 Consistant interaction with organised labour (LLF & Sub-committee meetings) 3 Notices relayed to staff in writing							
KPA 2: SAFETY & ENVIRONMENT														
Strategic objective: To ensure safety within the community and as a healthy and protected environment														
2	**Water pollution from urban and industrial run-off**	Quality of treated water into the rivers a concern at 3 municipal sewerage effluent plants & ERWAT dispose water into river	4	4	16	High	1 Monitoring of effluent quality of sewer works and wet industries done on monthly basis in terms of requirements of Green Drop assessment from Department of Water Affairs	4	3	12	Medium	Upgrading of Water Treatment Plants & Pump Stations	ED: ENG	Jun-16
		The outflow of sewerage works and storm-water systems is disposed in river												
KPA 4: INSTITUTIONAL TRANSFORMATION														
Strategic Objective: To ensure institutional transformation														
3	**Insufficient municipal capacity**	Inability to attract and retain skilled employees - Grading	4	5	20	High	1 Scarce Skill Allowance for electricians; Bursaries & Study Assistance. Introduced career pathing	4	3	12	Medium	Train own employees in scarce & critical fields, and apply retention clause	ED: HR	Jun 2014

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			IMPACT	LIKELI-HOOD					IMPACT	LIKELI-HOOD					
			Rating (1 - 5)		(I x L)				Rating (1 - 5)		(I x L)				
		of the municipality					2	Bursaries and study assistance							
							3	Introduced career pathing							
4	Services may not be provided at an acceptable level	Lack of skilled labour, critical skills gaps and employees not competent for positions	5	4	20	High	1	Retention agreement and implementation of Work Place Skills Plan (WSP), annual skills audit and learnerships	4	2	8	Medium	Enforce retention clause on employees trained in scarce & critical fields	ED: HR	Jun 2014
							2	Annual skills audit and learnerships							
		Low staff retention					1	Succession Planning & Retention clause agreement					Enforce retention clause on trained sucession planning beneficiaries	ED: HR	Jun 2014
5	Colapse of IT infrastructure	Systems may not be backed-up with proper support	4	4	16	High	1	IT Policies and procedures in place & systems updates	4	3	12	Medium	Drafting Master System Plan	ED: CS	Dec 2013
		Inadequate skilled IT staff					1	Monitoring of employees					Implementation of Master System Plan	ED: CS	Jul 2014
							2	Minimum competency requirements							
							3	IT Co-ordinator appointed							
							4	Frequent training of staff							
		Inadequate and outdated IT Systems					1	Systems updates							
6	Inability to handle a major natural disaster	Lack of adequate resources in terms of the Disaster Management Plan	4	4	16	High	1	Disaster Management plan is in place	3	3	9	Medium	Evacuation drills to be conducted according to performance measurement	ED: PS	May 2014
													Disaster Management Plan to be revised annually	ED: PS	May 2014
KPA 5: FINANCIAL SUSTAINABILITY															
Strategic Objective: To ensure the financial sustainability of Midvaal in order to adhere to statutory requirements															
		Eskom objection against NERSA approval of extention of operating license - Interpretation of agreements					1	Negotiation with NERSA and DOE (Awaiting outcome of Eskom court application)					Progress reported	ED: CS	Dec 2013
		Economic Decline					1	External risk					Economic Analysis	ED: DP & H	Jun 2014
		High levels of unemployment amongst MLM residents and resulting increases in social grants					1	External risk					Economic Analysis and final LED-strategy	ED: DP & H	Jun 2015
		Unskilled population					1	Develop labour intensive SCM bids					Development of Targeted Procurement Strategy	CFO	Jan 2014

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			IMPACT	LIKELI-HOOD					IMPACT	LIKELI-HOOD					
			Rating (1 - 5)		(I x L)				Rating (1 - 5)		(I x L)				
7	Loss of investment / income	Insufficient investment in revenue generating assets	4	4	16	High	1	Budget and Long Term Financial Plan linked to LED-Strategy	3	3	9	Medium	Allocation of pre-deter-mined percentage of budget to revenue gene-rating projects	CFO	May 2014
		Insufficient funding to implement catalytic projects					1	Developer agreements entered into to provide infrastructure					Finalisation of Savanna agreement	ED: CS	Aug 2013
		Inadequate billing systems (not all amounts billed that MLM is entitled to)					1	Revenue Enhancement Strategy commenced with					Roll-out of Revenue Enhancement Strategy	CFO	Jun 2014
		Inadequate revenue collection processes and infrastructure					1	Debt Collection Section established					Debt Book to be analysed to start with write-off of irroverable debt and then full legal action to be proceeded with	CFO	Jun 2014
KPA 6: PHYSICAL INFRASTRUCTURE & ENERGY EFFICIENCY															
Strategic Objective: To ensure efficient infrastructure and energy supply that will contribute to the improvement of quality of life for all citizens within Midvaal Local Municipality															
8	Inadequate provision of housing	Land not suitable for development	4	4	16	High	1	Request GDLGH and Sedibeng for funding to carry out Dolomite Risk Management Plan. Inter-action with Provincial Department	4	3	15	High	Council to appoint service provider to undertake Dolomite Risk Management Plan	ED: DP & H	Jun 2015
		Numerous back-yard shacks being erected - difficulty for Midvaal to control especially additional services					1	Appointed a service provider to conduct audit					Implementation of Housing Plan	ED: DP & H	Jun 2016
		Incompetent contractors appointed by GDLGH					1	Revised programme has been submitted by the contractor to GDLGH. GDLGH & MLM monitors contractors progress on regular basis. DP & H to engage Province					Implementation of Housing Plan	ED: DP & H	Jun 2016
		Unlawful occupiers cannot be evicted without obtaining a court order which takes time - therefore cause additional expenditure in terms of the budget					1	Daily monitoring by service provider							
							2	DP & H to receive monthly progress reports							

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			Rating (1 - 5)		(I x L)				Rating (1 - 5)		(I x L)				
		Poor project implementation					1	Adequate monitoring of the appointed service provider by DOH.Midvaal Local Municipality convene Project Steering Committee to facilitate housing projects					Housing Migration Plan to be funded by Rural Development Dept	ED: DP & H	Jun 2014
							2	Midvaal Local Municipality convene Project Steering Committee to facilitate housing projects							
9	**Non-compliance with legislation**	Partial compliance with legislation of landfill management	4	4	16	High	1	Maintenance plan and funds allocated in budget	4	3	12	Medium	Follow-up on licence application	ED: COMM	Jun 2014
							2	Waste licence appications submitted to GDARD							
		Partial compliance to requirements of Water Services Act					1	Department of Water Affairs assessment in terms of the Blue Drop					Perform process audit. Revise operational procedures	ED: ENG	Jun 2014
							2	Appointed consultant for safety plan to identify risks							
10	**Increase of water & electricity distribution losses**	Illegal connections	4	4	16	High	1	Revenue protection and monitoring	3	3	9	Medium	Revenue Enhancement Strategy	ED: ENG & ED: FIN	Jun 2014
							2	Disconnecting illegal connections							
							3	Consumers are billed correctly							
		Water restricting devices used to supply 6 kL of water per household in Lakeside are not accurate enough. Some of these restricting devices have been by-passed					1	Pressure reducing valves installed to reduce pressure and thus losses							
							2	Bulk meters installed to monitor losses							
		Burst water pipes					1	Reconciling of account					Compile business plan to source funding and replace asbestos pipes	ED: ENG	Dec 2013
							2	Maintenance of pipes and meters							
11	**Possible damage to properties and possible**	Inadequate storm-water management network	3	3	9	Medium	1	Existing storm-water management system maintained	3	3	9	Medium	Storm-water Master Plan to be done in new year	ED: ENG	Jun 2014
							2	Storm-water risk plan in process					System should be constructed for areas that do not have a storm-water management system		

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			Rating (1 - 5)		(I x L)				Rating (1 - 5)		(I x L)				
11	loss of life due to storm-water	Rainfall patterns have changed due to climate change	5	3	9	Medium	1	Revised flood line studies and provided risk zones	2	2	4		Storm-water Management Plan and by-laws	ED: DP & H	Jun 2014
		Dolomitic land could pose danger if storm-water is not properly managed					1	Existing storm water management system maintained					Dolomite risk management study for the Daleside area	ED: DP & H	Jun 2014
KPA 7: SERVICES AND CUSTOMER CARE															
Strategic Objective: To improve our public relations thereby pledging that our customers are services with dignity and care															
12	Inability to meet planned targets and to provide basic services to community needs	Rapid growth of Midvaal	5	3	15	High	1	National Treasury to review financial viability	3	3	9	Medium	SDF with Capital Investment Plan	ED: DP & H	Jun 2014
		Strain on sewer works as it is currently handling double its capacity					1	Trying to locate funding. Ugrade to be done within the next 18 months					Upgrade and increase capacity Limit development to the UDB (combat urban spraw)	ED: ENG ED: DP & H	Jun 2015
		Sicelo Informal Settlement: Plus minus 2 500 shacks are without proper sanitation. Province provided 1 000 chemical toilets, but no maintenance due to financial constraints					1	Through inter-governmental relations, a request was made to the GDLGH to make provision in order to maintain the chemical toilets on a regular basis					Discuss with GDLGH. Service provider appointed for 6 months by GDLGH Relocation of community	ED: ENG ED: DP & H	Jun 2014 Jun 2016
		Rand Water is now using 95 % of its capacity					1	Department of Water Affairs is limiting use of water. Reduced by 15 %					Further programme to eliminate water losses implemented	ED: ENG	Jun 2014
		Service delivery and backlog challenges: Plus minus 18 % for electricity & sanitation					1	Electricity: Await Department of Energy approval for funds for Stand 204, Sicelo. Sanitation: Backlog dependant on provision of formalised housing.					Electicity Line in Risiville to be funded from bulk contributions (current year)	ED: ENG	Jun 2014
		Capacity contraints for electricity to Sicelo Informal Settlement, Risiville residential area & Vaal Marina Holiday Town					1 2 3	Council applied to the Department of Energy for funding a bulk supply project for Sicelo Informal Settlement Growth in Risiville and Vaal Marina will be delayed and even halted Obtained funds from Department of Energy for Sicleo					Follow-up on controls	ED: ENG	Jun 2015
		Unco-ordinated roll out of Savanna Development					1	Approved SLA, Urban Management Plan, Allocated funding, Developers appointed					Dedicated project manager to be appointed. Programmed public participation	ED: COMM & ED: DP & H	Jan 2014
		Influx of people / Land Invasions											Impact of increase in population should be investigated (Migration Policy)	ED: DP & H	Jun 2014

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			Rating (1 - 5)		(I x L)				Rating (1 - 5)		(I x L)				
		Insufficient budget to maintain assets					1	Maintenance plan and budgetary controls					Replacement policies/maintenance plan. Source funding for implementation plans for maintenance of plant and equipment	ED: ENG	Jun 2014
		Most population < 14 years old therefore need for educa-tional, social infrastructure and health facilities					1	LED Strat plan					Economic Analysis to be undertaken in MLM and funded by Rural Dev Dept	ED: DP & H	Jun 2014
		More hard surfaces increases the need of storm-water drains					1	Bulk contributions for storm-water makes provision for upgrading					Master Service Planning in relation to Urban Development Boundary	ED: ENG	Jun 2014
							2	Retention dams prescribed for new developments.					Storm-water Master Plan to be done in new year		
KPA 8: ECONOMIC GROWTH & DEVELOPMENT															
Strategic Objective: To facilitate sustainable economic empowerment for all communities within Midvaal and enabling a viable and conducive economic environment through the development of related initiatives including job creation and skills development															
13	**Irreversible loss of productive, high potential agricultural land**	The fragmentation of agricultural land reduces confidence in the agricultural industry	4	3	12	Medium	1	Implementation of agricultural policy.	2	2	4	Low	Revise SDF, density policy, nodal policy and agricultural policy	ED: DP & H	Jun 2015
		Increased competiiion for the use of water resources, for the purpose other than agriculture					1	Implementation of agricultural policy - the development may not result in the use of water reserved for agricultural purposes. **Eng:** Discourage wastage of water through rising block tariffs							
		Potential pollutants of water & soil & potential impacts of the development on neighbouring properties					1	The development should be consistent with any approved forward planning exercise that applies to the area. **Comm:** Cases of pollution to be followed up and dealt with strictly. **DP & H:** Implement SDF, density policy, nodal policy and agricultural policy							
		Inadequate "Integrated Planning"					1	Lack of a 2055 Growth Development Strategy & overall policies aligned with 2055 Vision					Develop a 2055 Growth Development Strategy with associated policies, master planning and sector plans and R59 Urban Design		Jun 2016

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			Rating (1 - 5)		(I x L)				Rating (1 - 5)		(I x L)				
14	Decline in investor confidence	The Spatial Development Framework not linked to a Capital Investment Plan	4	3	12	Medium	1	Spatial Development Framework & Policies - In process of reviewing SDF & formulate a Capital Investment Plan	4	2	8	Medium	SDF and Capital Investment Plan to be reviewed annually	ED: DP & H & ED: ENG	Jun 2014
		Environmental Pollution (specifically at Waterval Node)					1	Outdated Environmental Management Framework					Review / update EMF		Jun 2015
		No delegation ito Land use Management					1	Limited delegation as per Council policy					Request Mayoral Committee for density land use applications to be considered under delegated authority		Jun 2014
		Lack of sufficient infrastructure for development in close proximity to the R59 corridor and other precinct areas					1	The expansion of the engineering network in an ad hoc manner. Electrical 2014/15 Water Master Plan completed Febr 2013. Section of Sewer Master Plan completed					The current & future networks should be guided by up to date Engineer Master Plans, which are aligned to the SDF & 2055 MIDVAAL GDS		Jun 2016
													Full Sewer Master Plan to be done by 2014/2015		
		Limited marketing of Midvaal in terms of publishing achievements					1	Limited positive news articles. Regular newspaper articles in local and international newspapers					Update Investors Brocure for MLM		Jun 2015
		Inadequate number of jobs available					1	Implement LED programmes					Develop a LED Strategy & Economic Analysis		Jun 2014
							2	Midvaal recognised potential of agricultural sector - Adopted Agricultural Policy & Manufac-turing sector - Adopted R59-Strategic Framework to promote R59-Development Corridor					Co-operation between NGO's and MLM, such as with Hollard Foundation		Dependant on budget allocation from GDARD & development on the R59-corridor
		Land invasions					1	Comprehensive audits of informal settements and monitoring of the settlements - whistle blowers / Mamello Ext 1-layout plan approved and pegged on site. Ongoing communication with informal settlement residents through the relevant Council structures; Informal settlement audits every 3 years					Surveys to be completed every 3 years		Jun 2016
		Increase in crime					1	Law enforcement					Provision of street lights	ED: ENG	According to 5 year plan
							2	Access control					Installation of high mast lights		
							3	Establishment of local CPF's							